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FEATURING

1 CITY/ 5 WAYS: MADRID
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ANDREW ZIMMERN IN PROVENCE
SWEDISH POP STAR TOVE LO

AUGUST 2015

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LUXURY &

LOUIS

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BERNARD ARNAULT, THE MAN
BEHIND CHRISTIAN DIOR,
MOËT HENNESSY & MORE, ANSWERS,
"WHERE DOES LUXURY GO NEXT?"

P. 66

VUITTON

Bernard
Arnault in
front of the
Louis Vuitton
Foundation
art museum
in Paris.

+

CASTLE-HOPPING
AND CHIANTI-TASTING
IN **TUSCANY**, WHERE BEAUTY
LIES AROUND EVERY
CYPRUS TREE.

P. 70

Moments of Delight

new collection



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—Little girl in Shanghai, aged 5

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of Fonterutoli.

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IN THIS ISSUE

Summer's dog days are upon us, and with them comes holiday time in Europe, when it seems as if the entire continent makes a mad dash for the seashore, countryside and other far-flung pockets to relax in the sunshine. With that in mind, this month we head to Europe—Tuscany and Paris, Madrid, Stockholm and more—hoping that a bit of that chic European *je ne sais quoi* will rub off on us.

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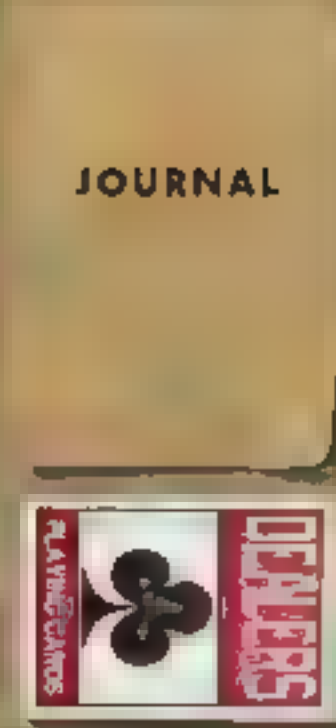
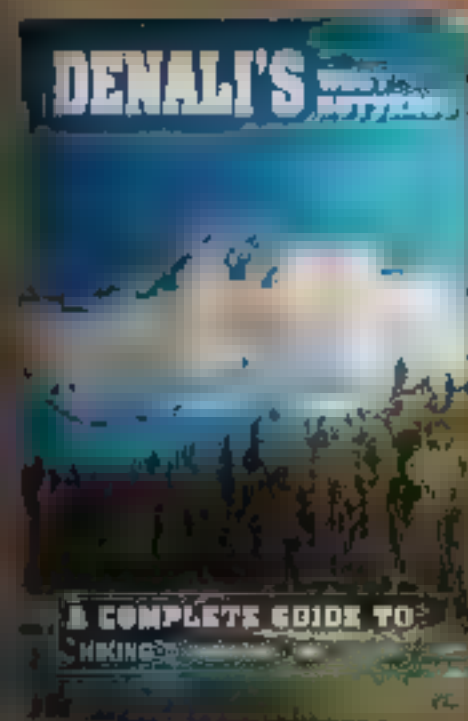
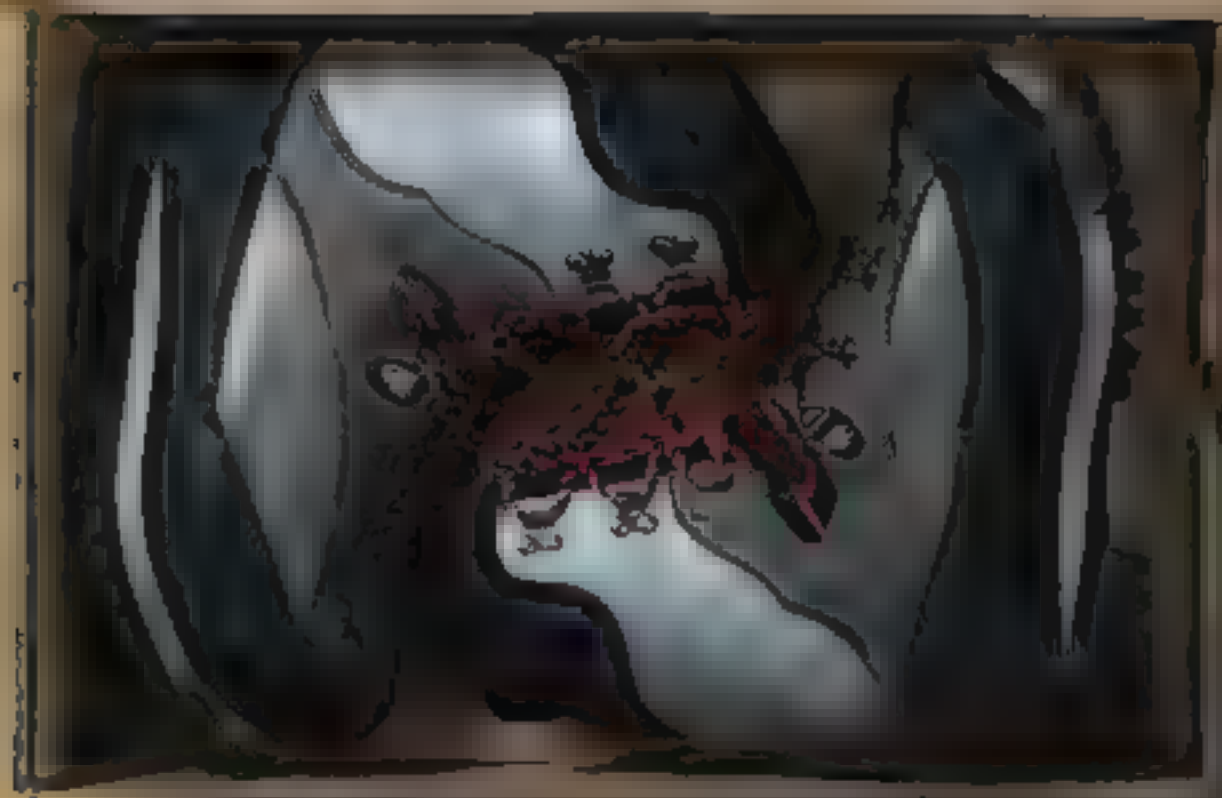
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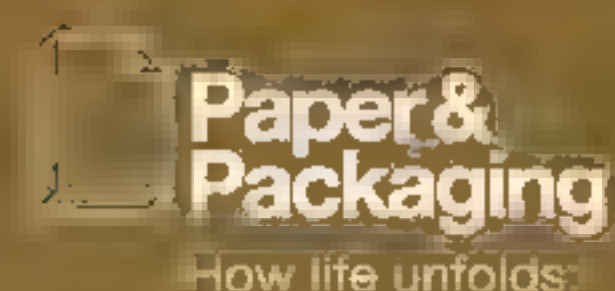
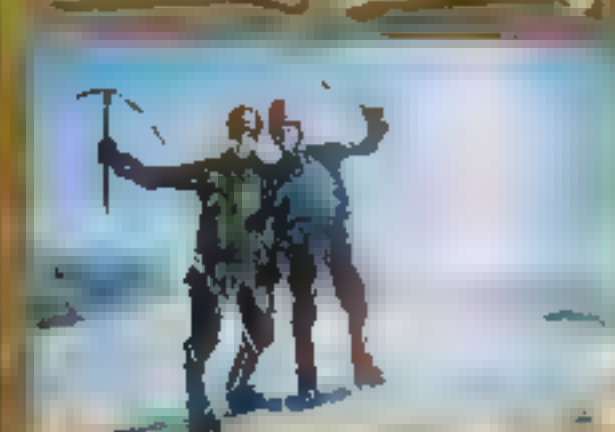
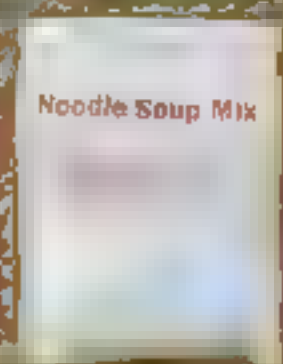
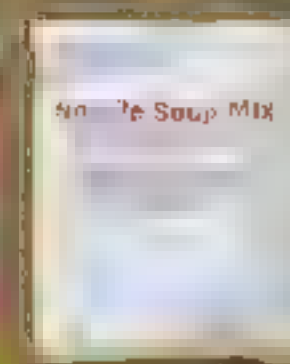
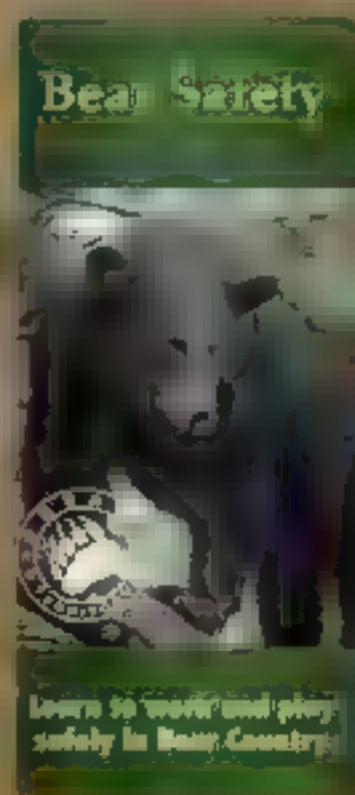
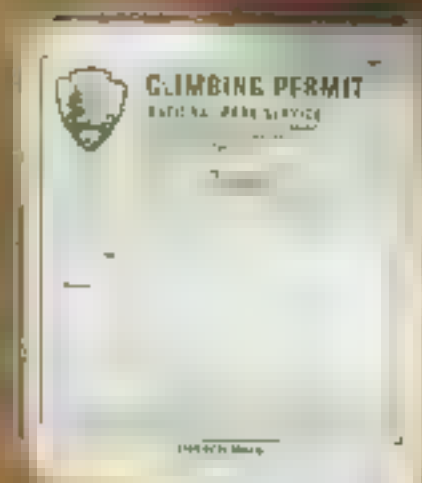
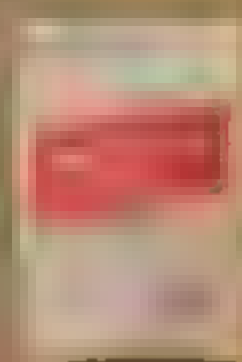
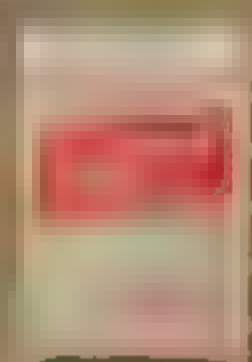
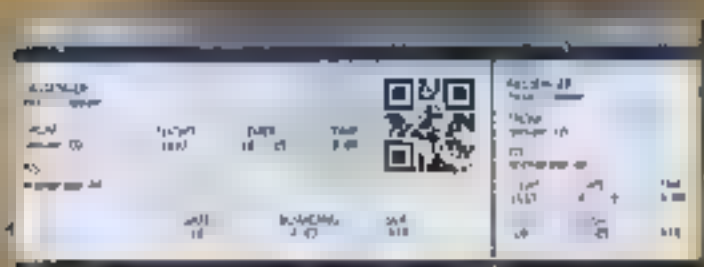
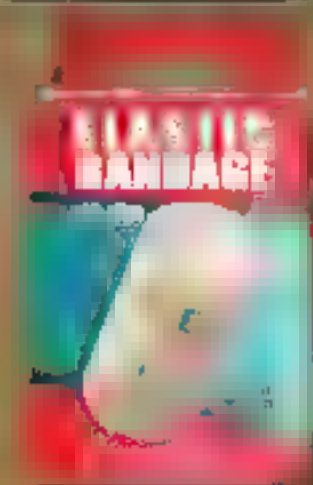
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WELCOME

REWARDING YOUR LOYALTY

Richard Anderson sits down with **Sandeep Dube**, Delta's new leader of Customer Loyalty for a look into what makes the SkyMiles program unique—and how loyalty is more than just miles.

Richard
Anderson,
CEO of Delta
Air Lines



RICHARD ANDERSON: Sandeep, you joined Delta earlier this year to lead our customer engagement and loyalty efforts. You oversee the SkyMiles® program. Tell us about your first impressions of SkyMiles and of Delta.

SANDEEP DUBE: Thank you, Richard. I came to Delta with experiences in very consumer-oriented businesses. The two things that immediately struck me about Delta: One, the SkyMiles program is uniquely structured to reward Delta's loyal customers with value that is most meaningful and relevant to their specific needs. And two, while the SkyMiles program is incredibly important to our customers, Delta is focused on winning our customers' loyalty across every facet of our business. To Delta, loyalty goes beyond SkyMiles.

RA: The Delta team has done a lot of work over the past few years to respond to our customers and provide the type of loyalty program that truly rewards them for their business. What do you see with SkyMiles that sets it apart?

SD: To begin with, unlike most other airlines, miles earned through SkyMiles don't expire. Our SkyMiles members can relax knowing their miles are safe. That is a significant advantage. SkyMiles intentionally designed this for members who may go for a period of time without traveling.

RA: And when they do decide to redeem those miles, they have more choices than ever.



Sandeep Dube, Delta Vice President
of Customer Engagement and Loyalty

SD: We are laser-focused on making miles easy to use. We have enhanced flexibility of use, lowered minimum pricing and increased availability of Awards. At the start of 2015, we introduced the flexibility of redeeming one-way Awards, a change that our members have loved tremendously. We further enhanced flexibility by introducing the Miles Plus Cash redemption option for Award Travel. More recently, we lowered pricing on one-way Award Travel for select markets (as low as 7,500 miles plus taxes and fees). And compared to last year, we have improved Award Seat availability by more than double for our lower-priced awards.

RA: And we can get members to almost any spot in the world when they redeem those miles.

SD: That's right, Richard. In addition to Delta's global network, members can redeem their miles for travel on more than 25 Delta partners, including Air France, KLM, Virgin Atlantic, Alitalia and GOL. We also recently added partner Award Travel options to delta.com flight search results, making it easier for members to take maximum advantage.

5 THINGS TO KNOW ABOUT DELTA THIS MONTH

- 1 Delta has renewed its sponsorship as the official airline partner of England's Chelsea Football Club for another three years. That means you'll still be able to enjoy the amenities of the Delta 360™ Lounge at Stamford Bridge stadium.
- 2 Now you can enjoy even more service between New York City/JFK and LAX and between JFK and San Francisco, with Delta now offering the most seats (and the most comfortable seats) of any airline on these routes.
- 3 THE BAR at Delta Sky Club[®] located at select Clubs offers expanded premium spirits and craft beers; upgraded complimentary liquor and wine offerings; and wines by the glass curated by master sommelier Andrea Robinson.
- 4 Delta will be adding nonstop daily service between Seattle and two Montana destinations—Missoula and Billings—with flights starting December 19. Consider a trip to Yellowstone while you're out West.
- 5 Dreaming of the Bahamas? Delta will be adding new year-round nonstop service from Atlanta to Exuma and Marsh Harbour beginning December 19. Check out The Cove on Exuma for a modern, pampered stay.



RA: Of all our customers, our Medallion® members, in particular, invest a lot of their money and time in doing business with Delta. What does SkyMiles do for our Medallion customers?

SD: Beyond earning miles, Medallions who travel extensively on Delta get an elite travel experience powered by the SkyMiles program. Top-tier Medallions can control their travel experience with the up to 12 regional certificates they can select every year as part of Choice Benefits. Our Medallions also have the most generous complimentary upgrade window among U.S. airlines providing access to the most First Class seats of any U.S. airline. Lastly, among the global U.S. carriers, we're the only one to offer top-tier Medallions complimentary Delta Sky Club® access. SkyMiles clearly delivers above and beyond other airlines.

RA: What about the broader effort to win customer loyalty?

SD: It's quite simply everything we have been doing at Delta to build it into the world's No. 1 airline. Our operational performance is unparalleled, we are at the forefront of the industry in travel technology and our investments in improving the customer experience in the air and on the ground are really paying off. Delta today can offer a travel experience that other airlines just can't replicate.

RA: We call it the Delta Difference. And the foundation of it all is the Delta people who work directly with our customers every day. With their professionalism and commitment to providing the very best customer service, it's no wonder we have some of the most loyal customers in the business. Thanks for spending time with us, Sandeep. And as always, we would like to thank our customers for flying Delta.▼

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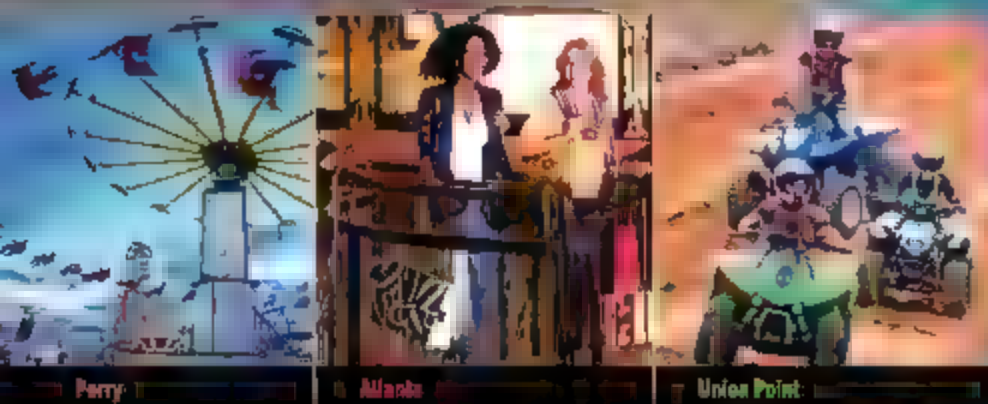
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BIENVENIDO

RECOMPENSANDO SU LEALTAD

Richard Anderson habla con **Sandeep Dube**, el nuevo director de lealtad de Consumidor de Delta, para establecer por qué el programa SkyMiles es único y por qué la lealtad es más que sólo millas

RICHARD ANDERSON: Sandeep, te uniste a Delta a principios de este año para dirigir los esfuerzos relacionados con la participación y lealtad de nuestros clientes, al supervisar el programa SkyMiles. Cuéntanos sobre tu primera impresión del programa SkyMiles y de Delta.

SANDEEP DUBE: Gracias Richard. Llegué a Delta después de adquirir experiencia trabajando con compañías que están estrechamente relacionadas con consumidores. Las dos cosas de Delta que me llamaron la atención de inmediato fueron: primero, que el programa SkyMiles tiene una estructura única para recompensar la lealtad de sus viajeros frecuentes con un valor que es más significativo y relevante a sus necesidades específicas, y segundo, que si bien el programa SkyMiles es increíblemente importante para nuestros consumidores, Delta está enfocada en ganar la lealtad de los clientes a través de cada una de las facetas de la compañía. Para Delta, la lealtad es mucho más que SkyMiles.

RA: En los últimos años, el equipo de Delta ha realizado un gran trabajo para responder a los clientes y proveer el tipo de programa de lealtad que los recompensa realmente por volar con nosotros. ¿Qué es lo que ves en el programa SkyMiles que lo diferencia de los demás?

SD: Para comenzar, a diferencia de la mayoría de las otras aerolíneas, las millas que se ganan por medio de SkyMiles no expiran. Los miembros de SkyMiles pueden estar seguros de que no van a perder las millas. Esta es una gran ventaja. SkyMiles ha diseñado intencionalmente este sistema para los clientes que dejan de viajar por un periodo de tiempo.

RA: Y cuando deciden utilizar las millas, tienen más alternativas que antes.

SD: Estamos totalmente enfocados en facilitar el uso de las millas y por tal razón hemos mejorado la flexibilidad, disminuido el costo mínimo e incrementado la disponibilidad de los premios. A comienzos de 2015, se introdujo la posibilidad del beneficio de redimir millas para volar una sola vía y el cambio tuvo una gran acogida. Luego mejoramos aun más la flexibilidad del programa creando la opción Miles Plus Cash para recompensar a los viajeros. Hace poco disminuimos las tarifas en vuelos de una sola vía para ciudades selec-

cionadas (comenzando con 7,500 millas más impuestos y cargos). Comparado con el año pasado, hemos incrementado la disponibilidad de asientos de premio a más del doble para los premios de bajo costo.

RA: Y podemos llevar más miembros del programa a casi en cualquier lugar en el mundo por medio de la redención de millas.

SD: Es correcto Richard. En adición a la red global de Delta, los miembros pueden canjear millas por viajes con 23 socios de Delta, incluyendo a Air France, KLM, Virgin Atlantic, Antalia y GOL. Hace poco agregamos opciones de premios ofrecidos por nuestros socios a través de Delta.com. De esa manera los clientes pueden tomar la máxima ventaja cuando buscan información sobre vuelos.

RA: Todos nuestros clientes, en particular los que participan en el programa Medallion, invierten gran cantidad de tiempo y dinero viajando con Delta. ¿Qué beneficios ofrece SkyMiles a los clientes Medallion?

SD: Más allá de ganar millas, los clientes Medallion que viajan frecuentemente con Delta, disfrutan de una gran experiencia gracias al programa de SkyMiles. Quienes se encuentran en el nivel Medallion más alto pueden administrar sus propias experiencias de viajes con hasta 12 certificados regionales que pueden seleccionar cada año como parte de la iniciativa Choice Benefits (beneficios escogidos). Los clientes Medallion también gozan de las mejores comodidades en comparación con otras aerolíneas estadounidenses y tienen el mayor acceso a asientos en primera clase que cualquier otra empresa del mercado. Por último, también comparado con otras aerolíneas nacionales, somos los únicos en ofrecer libre acceso al Sky Club para quienes se encuentran en el nivel superior Medallion. Sin duda alguna, el programa SkyMiles ofrece mucho más que otras aerolíneas.

RA: Háblanos sobre el destacado esfuerzo para ganar la lealtad de los clientes.

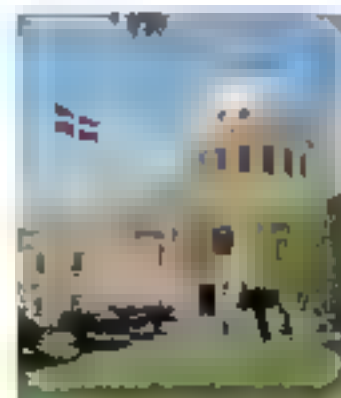
SD: Todo lo que hemos venido haciendo en Delta para convertirnos en la mejor aerolínea del mundo es muy simple. Nuestro desempeño a nivel de operaciones no tiene igual, estamos a la vanguardia de la industria en cuanto a la tecnología de viajes y a inversión para mejorar la experiencia de los clientes, trayendo excelentes resultados tanto en el aire como en tierra. En la actualidad Delta puede ofrecer una experiencia al viajero que ninguna otra aerolínea puede replicar.

RA: Lo llamamos la "Diferencia de Delta". La base de todo esto se encuentra en la gente de Delta que trabaja todos los días directamente con los clientes. Debido a la dedicación y profesionalismo con que proveen el mejor servicio al cliente, no es de extrañarse que tengamos uno de los grupos de consumidores más leales en la industria. Gracias Sandeep por dedicarnos parte de tu tiempo y, como siempre, queremos agradecer a nuestros clientes por volar con Delta. ▽



1 Delta presta servicio en agosto a **Cancún, México**, desde 17 ciudades en los Estados Unidos incluyendo a Boston, Los Angeles, Orlando y Tampa

2 **Ritmo Caliente** Sintonice *Ritmo Caliente*, nuestra canchaca de audio a bordo con los ritmos latinos de moda



3 Delta vuela en agosto desde Nueva York, JFK a la República Dominicana nueve veces al día prestando servicio a las ciudades de Santiago y Santo Domingo.



4 **Despegando** No dejes de leer nuestra sección en español en la página 131 de SKY

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SAN FRANCISCO	368	11:40	ON TIME
LONDON	223	12:00	ON TIME
NEW YORK	542	14:01	ON TIME
AMSTERDAM	133	15:00	ON TIME
TEL AVIV	778	16:00	ON TIME
SAO PAULO	234	17:00	ON TIME
SEATTLE	121	18:00	ON TIME
PARIS	628	19:00	ON TIME

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DELTA

WHEELS UP

Travel Well. Live Broadly.

BY THE NUMBERS

NOTTING HILL CARNIVAL

On the last Sunday and Monday of August, West London throws one of the biggest parties in Europe: the Notting Hill Carnival. Steel drum bands and hundreds of thousands of revelers fill the streets in a celebration of African-Caribbean culture that harks back to the Caribbean carnivals that took place in the city in the mid-1900s. Its roots are evident everywhere you look, in the food—jerk chicken, goat curry—in the flamboyant, brightly colored costumes and especially in the music—including soca, reggae, calypso and more.



1 million+

Estimated number of attendees at the 2014 carnival. Each day has a different vibe: Sunday is more family-friendly and laid-back while Monday—when The Grand Finale parade takes place—is rowdier.

38

Number of static sound systems—temporary setups featuring DJs and/or MCs playing amplified recorded music—anticipated at this year's carnival. Many have participated for decades.

634,931

Pounds of nonrecyclable trash collected during and right after last year's carnival in the Royal Borough of Kensington and Chelsea. This is equal to the weight of about 192 adult male hippos.

£100-£500

Typical price range for a carnival costume package. "Masqueraders" participate in the parade and get a unique handmade costume, drinks, breakfast and lunch, security and access to music trucks.



Chef Lon Bounsanga puts the finishing touches on a dish at Bida Manda.

for high-end jeans. Then immerse yourself in North Carolina's past at the Museum of History or pop across the pedestrian mall for hands-on exploration at the Museum of Natural Sciences. Hungry again? Stop at Wine Authorities to sample the on-tap offerings, then head next door to chef Scott Crawford's eagerly anticipated restaurant/grocery Standard Foods, opening this month. Expect twists on Southern food and salads using produce from the eatery's backyard farm.

—JENNIFER BUEGE

RDU

RALEIGH

North Carolina's laid-back capital is welcoming change

Why Now: Raleigh has experienced a population surge in the past few years thanks to an influx of transplants being lured by jobs in the area's Research Triangle, home to companies such as Cisco Systems and SAS Institute. Specialty shops and galleries have blossomed to greet the newcomers, and the food scene has

never been hotter. **Where to Go:** Pamper yourself with a stay at the five-diamond Umstead Hotel and Spa, located outside the city on a three-acre lake. Make sure to reserve a table at Herons, where the kitchen works culinary magic turning familiar foods into gorgeous edible art. In town, grab

breakfast at star chef Ashley Christensen's Joule (the short rib milk gravy over biscuits is fantastic) or pick up a carrot cake croissant at contemporary pastry spot L'etecgrace. For shopping with a local pedigree, duck into Deco Raleigh for gifts, Holly Aiken for colorful vinyl bags and Raleigh Denim Workshop

HIT THE TOWN

North Carolina Museum of Art

La Farm Bakery

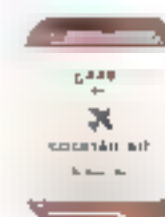
Bida Manda

HOT LIST

TRAVEL ACCESSORIES

THE CARRY ON COCKTAIL KIT

Become your own in-flight bartender with this portable Moscow mule kit that comes with a recipe, bar spoon, ginger syrup, jigger and linen coaster—all you have to add is vodka and club soda. \$24



THE STOWAWAY KIT FROM STOWAWAY

Don't get bogged down by your makeup. This six-item kit of smaller-than-usual items has been pared down to the essentials: rouge, mascara, lipstick, eyeliner, BB cream and concealer. \$75



YUTHICA LUXURY TRAVELOGUE CANDLES

Escape to Tahiti, Maui, Florence or even Marrakech without leaving home with these soy candles that are custom-blended to evoke the feel of far-flung places. \$40



BOARDING PASS

DÜSSELDORF

After waking at the InterContinental Düsseldorf, stroll along the canal that runs down the center of high-end shopping street Königsallee. Head east to international bean proprietor Tenten Coffee for a java break, then spend the afternoon exploring MedienHafen, a section of Düsseldorf's old port where architect Frank Gehry's modern buildings loom over the waterfront. Afterward, settle in at the restaurant Lido, taking in views of the port while dining in a glass cube above the inner harbor.

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These gadgets have more going for them than their green credentials; they also save you dough because they don't use electricity to recharge. Traveling with them can save valuable carry-on space as well, because you won't need to pack a charger or an adapter—as long as you're not bound for Alaska in December.

BY CARAMEL QUINN



FOR THE FITNESS FANATIC

Misfit Violet
Swarovski Shine

Misfit is known for fitness trackers with attractive pendants and wristbands, but this collaboration is something else. The waterproof Swarovski Shine is an adorable carry-blingy, with a crystal face and a range of beweled accessories. It tracks your activity—steps, calories, distance, sleep—and sends the data to the Misfit app. You also can double-tap the crystal to display the time as a ring of LEDs. In addition, Violet is solar-powered, making it the world's first self-powered wireless activity and sleep monitor. (The collection also includes a battery-run clear version.) Price TBD (available for preorder this fall, misfit.com, swarovski-shine).



FOR THE GADGET-PHILE

SunnyBAG Faction

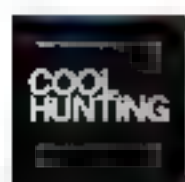
Love this solar-powered bag's design and colors. Faction is available in bright green, yellow, red, or black—but if you prefer a muted color,

or consider the leather Business Class collection. The 3.6-watt solar panel is lightweight and flexible and can trickle-charge phones, tablets, cameras, and other gadgets directly via USB. It comes with eight adapters to fit most models. Add a PowerStick (\$29, but free if you sign up for SunnyBAG's email newsletter before you order) to store juice throughout the day and recharge gadgets quickly anytime; it's fully charged after 2 to 20 hours, depending on the weather. \$199, including shipping (exclusive offer for Delta Sky readers); sunnybag.com/deltasky.

FOR THE MUSIC LOVER ▾

Eton Rukus Xtreme

Did Wu-Tang Clan's song "Bring da Ruckus" presage this solar-powered sound system? In the early neties, with cell phones the size of a brick and not much smarter, how could Wu have known we'd be listening to music stored on smartphones, streamed wirelessly via Bluetooth to the Rukus Xtreme? The solar-powered boombox is the size of a hardback book and weighs less than 2 pounds, yet it has two full-range speakers and a passive radiator for extra bass, plus a carry handle and a USB port for charging your phone or tablet. Five hours of sunshine is enough to fully charge the built-in battery, so you can play Wu-Tang Clan's greatest hits at night long. \$199.99, etoncorp.com.



PICK OF THE MONTH: EDYN

By now your garden has probably produced a bounty of fresh veggies, but it's not an acre out of Eden. The smart garden sensor, powered by the sun and connected to your home Wi-Fi, monitors 500 feet away from a router. Edyn monitors soil, humidity, temperature, and soil nutrients, so you know what your garden needs and alerts you via app. It can even advise you how to maximize plant health. Adding the Edyn water valve, which also connects to weather services, will keep your garden watered just the right amount. \$99.99, edyn.com. Josh Rubin, founder, editor in chief, coolhunting.com.

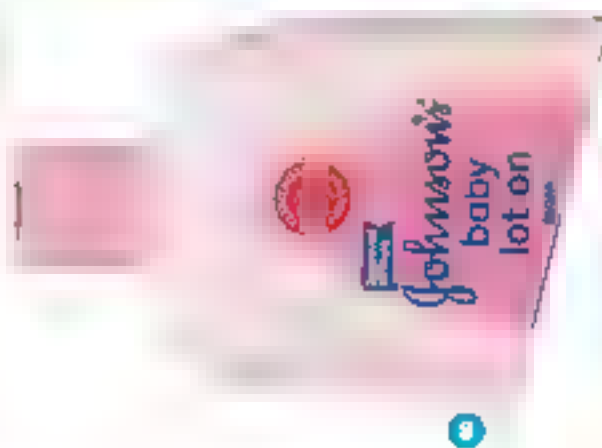
CRAIG ROBINSON

ACTOR, COMEDIAN

Before Craig Robinson became an actor (*The Office*, *Hot Tub Time Machine*) he taught middle school music in Illinois, educating the students in the hip-hop canon in addition to the classics. His new show, *Mr. Robinson*, which premieres this month on NBC, draws on that experience. His character is a music teacher by day and an aspiring rock star playing club gigs at night. In a twist of art-meets-life, members of his own band, Craig Robinson and The Nasty Delicious, back him on the sitcom. It's got laughs and jams. "Sometimes I'm heavy on the music because I like to play piano," says Robinson. —MATT McCUE



"I LIKE TO PUT
VODKA IN IT"



For a
preview of
Robinson's
new show,
visit delta.com/sky-magazine.

1 IN-FLIGHT DRINK "The only place I can find cranberry-apple juice is on the plane." **2 IN-FLIGHT TUNES** Earth, Wind & Fire **3 TRAVEL ESSENTIAL** "My Afro picks, have a small one in my back pocket and a big one in my book bag." **4 IN-FLIGHT SNACK** "Cashews! I haven't yet ordered my own meal, but that's a dream of mine." **5 FAVORITE DESTINATION** Brazil "Because it's Brazil." **6 IN-FLIGHT TV SHOW** *The Office* reruns. "It's a trip because I start to miss it." **7 IN-FLIGHT BOOKS** *Ready Player One* by Ernest Cline **8 ESSENTIAL GROOMING ITEMS** Johnson's baby lotion and Ken's lip balm. **9 FAVORITE AIRPORT** Chicago O'Hare "They have Garrett popcorn." **MOST RECENT SOUVENIR** "I went to Bangkok and Tokyo, and I picked up scarves for my mother, who collects them." **MOST IMPRACTICAL ITEM EVER PACKED** A Zephyr fan. "It's shaped like a hair dryer, but it acts as a portable air conditioner. It's inconvenient until it's time to use it, and then everyone is like, 'Oh, my god, you're a genius!'"



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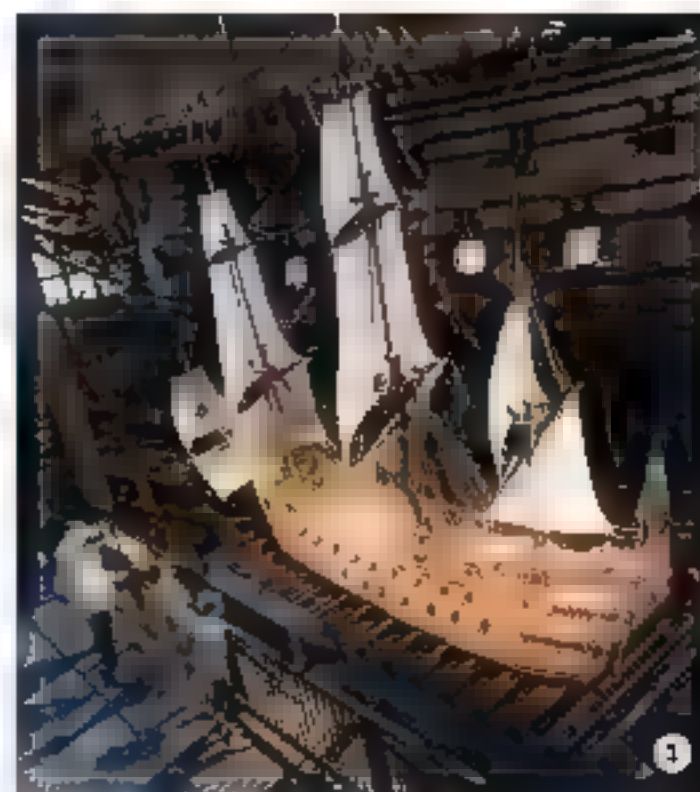
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**EXPLORE**

Travel using Stockholm's **tunnelbana** (subway)—the world's longest art exhibition at 68 miles, with paintings, sculptures, mosaics and installations by 150 artists in more than 90 subway stations. Take a **Rooftop Tour** for 360-degree panoramic views of the city after harnessing up; you'll head 140 feet above ground and visit historic rooftops on Riddarholmen island.

FIKA BREAK

Fika—the Swedish tradition of socializing over strong coffee and pastries—like a local at cozy ecofriendly bistro **Café Muggen** while people-watching along Götgatan, or grab a classic cinnamon bun (*kanelbulle*) at old-school café **Vete-Katten**. For waterfront views of Gröna Lund, head inside 1906 art nouveau-style **Fotografiska's** café for a cardamom bun—and stick around to check out the contemporary work and edgy fine art by Nordic and international photographers.

SHOP

Hunt for vintage items in the avant-garde **SoFo** district south of Folkungagatan. Swing by **Sneakersstuff** for old-school kicks, **Pet Sounds Records** for vinyl albums, **Sivletto** for rockabilly-inspired wear and **Beyond Retro** for mid-1900s fashion. For Swedish interior décor, pick up minimalist wares at **Designforget**, design furniture at **Bacchus Antik**, exquisite crystalware at **Orrefors Kosta Boda** and artisan designs at **HAPPYsthum**.

MIDNIGHT

Rent a bike and explore Stockholm's greenest island: **Djurgården**. Essential stops include the impressive **Vasamuseet** (1)—home to the Vasa warship, which sank in 1628—**Skansen**, the world's oldest open-air museum, **Nordiska Museet** to learn about Scandinavian culture and **Rosendals Trädgård** for a cup of fair-trade coffee in an apple orchard.

ARN

STOCKHOLM

You've got an extra day to kill in Sweden's photogenic capital. Here's what you do **BY LOLA AKINMADE ÅKERSTRÖM**

STOCKHOLM IS INNOVATION DEFINED. In addition to a thriving indie music scene and ever-evolving fusion food culture, the city has a madly successful gaming industry and is a breeding ground for start-ups such as Spotify. Stockholm also has trendy cafés and craft beer breweries alongside stores showcasing modern Swedish designers. Spread across 14 islands, with at least 30,000 more in its archipelago, Stockholm is a maze of waterways, bike paths, cobblestone pedestrian streets and unique neighborhoods, from glitzy Östermalm to historic Gamla Stan. Summer is the grandest season of all to enjoy the city's lush parks and do a little island-hopping.

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LIYA KEBEDE

At 37, Ethiopian model Liya Kebede has made her mark on the world, dazzling designers such as Tom Ford and Nicolas Ghesquière, enthraling fashion editors around the globe and transfixing thousands with her grace and style. Yet her biggest impact to date has arguably been as a maternal health advocate for women in developing countries. Through her namesake foundation, Kebede has worked to advance safe motherhood in Africa by supporting programs that emphasize education and increase access to birth services. She's been instrumental in raising awareness and getting her famous friends involved in the cause, proving she's not just a model but a role model as well. —JENNIFER BUEGE

BUSINESS

Lemlem

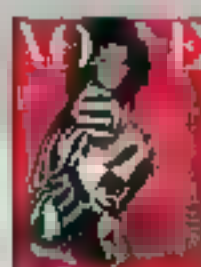
This company, founded by Kebede in 2007, supports traditional Ethiopian weavers by selling clothing and accessories made from their fabrics. The brand recently launched a home goods collection with Anthropologie.

L'Oréal Paris

Kebede became a global brand ambassador and spokesmodel for the brand in 2011, joining other gorgeous faces including Freida Pinto, Doutzen Kroes, and Julianne Moore.

Vogue

Kebede has been the cover girl for this magazine's US version three times and the French one twice (most recently in May), as well as the Russian, Spanish and Italian editions.



Desert Flower

Kebede played the lead in this 2009 film that tells the story of Waris Dirie, a Somali woman and model who experienced female circumcision as a child.

In 2014, then-pregnant model Doutzen Kroes and Kebede's foundation hosted a virtual baby shower with donations going to help mothers-to-be in need.

MISCELLANEOUS

Women of the Year Awards

Glamour magazine bestowed one of these annual honors on Kebede in 2013.

In 2006, Waris Dirie received a Glamour Women of the Year Award for her work to eliminate female circumcision.

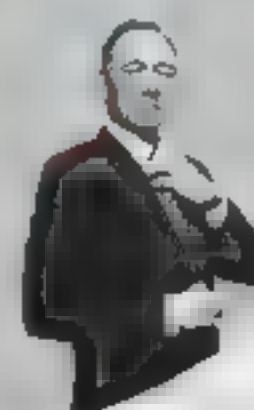


Coca-Cola Africa

The brand gave a shout-out to Kebede on International Women's Day this year, featuring her name on soda cans in an Instagram post.

House of Cards

Even supermodels aren't immune to the lure of binge watching. Kebede has said that in her downtime, she'll power through multiple episodes of this show.



Kassy Kebede once served as president and chairman of the board of the Fistula Foundation, which helps provide treatment for fistulas, a childbirth injury, in underdeveloped countries.

PHILANTHROPY

Goodwill Ambassador for Maternal, Newborn and Child Health

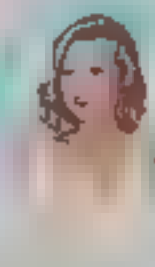
Kebede served in this role for the World Health Organization from 2005 to 2011, working to improve lives in developing countries.

The Liya Kebede Foundation

Established in 2005, Kebede's foundation supports organizations whose goal is to reduce maternal and newborn deaths in Africa.

#superrolemodel

Kebede joined fellow models Christy Turlington Burns and Toni Gann to promote this campaign from fashion chain Lindex in support of WaterAid, a group that increased access to safe water and sanitation.



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Sub-dials: Month, Date, Dual Time & Day **Case Features:** Screw Down Crown & Buttons Rotating Bezel

Bracelet: Stainless Steel Adjustable With Divers Buckle **Water Resistance:** 10ATMs





GLENN BRACKETT

The Montana rodmaker has found bliss in bamboo

"I HAVE A TRUE PASSION for fishing and the crafting of bamboo rods," says Sweetgrass Rod Company's affable Glenn Brackett, who has been making fishing gear for more than 40 years. "We're one of the last true production rod companies in the world. Most of our rods are custom and take six to eight months for delivery." What is it about bamboo that makes it a staple? "Bamboo is the best material for casting and fishing, hands down," says Brackett. "It's easy on the fish and the angler, and the bamboo really does the work for you. It feels alive and almost part of you." China-grown Tonkin bamboo, with its extreme strength and high density, is a Sweetgrass essential. "We go straight to the source," says Brackett. "We bring [bamboo] back to Montana from China, and it takes over 4,500 steps and 25 hours of hand labor to complete one rod." The result: heirloom-quality rods grounded in tradition. "When I started in the business, bamboo rods were a dying art—it was all graphite and glass," says Brackett. "But now bamboo is back bigger and better than before."

—JASON OLIVER NIXON



► **Thanks to its high silica content,** bamboo cannot be digested by termites if chemically treated.

► **Its extreme flexibility and strength** makes bamboo one of the world's most popular building materials.

► **Bamboo is** a renewable resource that requires no fertilizer or chemicals to ensure growth.

BAMBOO BESTS

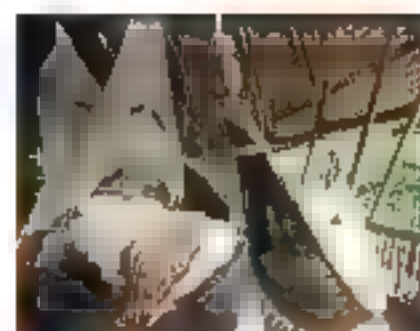
Celebrate the brilliance of bamboo from Bali to cocktails in your own backyard



1 **The annual Damyang Bamboo Festival** in South Korea includes activities such as a bamboo musical instrument performance contest



2 **Make a Bamboo cocktail** from the Hotel New Grand in Yokohama, Japan, at home with dry vermouth, dry sherry and orange bitters



3 **Rent the Sharma Springs house** in Ubud, Bali, and sleep in a dramatic six-level dwelling made of—and furnished with—bamboo



Bill Macaitis with Slack's logo at the company's headquarters in San Francisco.

BILL MACAITIS

► CMO, SLACK

Do you often feel that you spend half your workday in meetings, the other half answering emails? Bill Macaitis did. That's changed since he became CMO of San Francisco-based business-to-business messaging app Slack. "Work is fun again," he says. Slack is designed to function as a company's single communications platform, replacing the need to use a mix of email, Skype, IM and other communication vehicles. The driving force behind the app is CEO Stewart Butterfield, the serial entrepreneur who founded photo-sharing service Flickr. It's been a fun year for him, too. Since launching in February 2014, his new venture has attracted more than \$300 million in funding and now has more than 1 million daily users. **BY GENE REBECK**

SKY: What does Slack do?

MACAITIS Most teams right now are using Gmail or Outlook; they're using Skypechat, Google Hangouts; they're using text messaging—seven or eight forms of communication. And when you want to communicate with a team member, you don't know which of the eight you should be using. When you need to look for past information, you don't know which too, to look into. When

"SLACK MAKES YOU TREMENDOUSLY MORE PRODUCTIVE AND IT REDUCES INTERNAL EMAIL SIGNIFICANTLY. THERE ARE COMPANIES THAT HAVE FULLY ADOPTED SLACK THAT NO LONGER USE INTERNAL EMAIL." —BILL MACAITIS

you add in all these cloud-based services like Salesforce, there are even more areas where you have to look. Slack brings all of those communications to one place. It makes you tremendously more productive. And it reduces internal email significantly. There are companies that have fully adopted Slack that no longer use internal email.

How does Slack distinguish itself from other tools designed to improve business communication?

What differentiates us is that we integrate with nearly 100 different services. Before Slack, my day was consumed with going between seven to eight different systems,

and that would waste a lot of time. I'd also be going to all these different business application tools—checking new opportunities in Salesforce, customer support queries in Zendesk, the latest code updates in GitHub. Slack's integration basically allows you to stay in one place.

How does Slack make money?

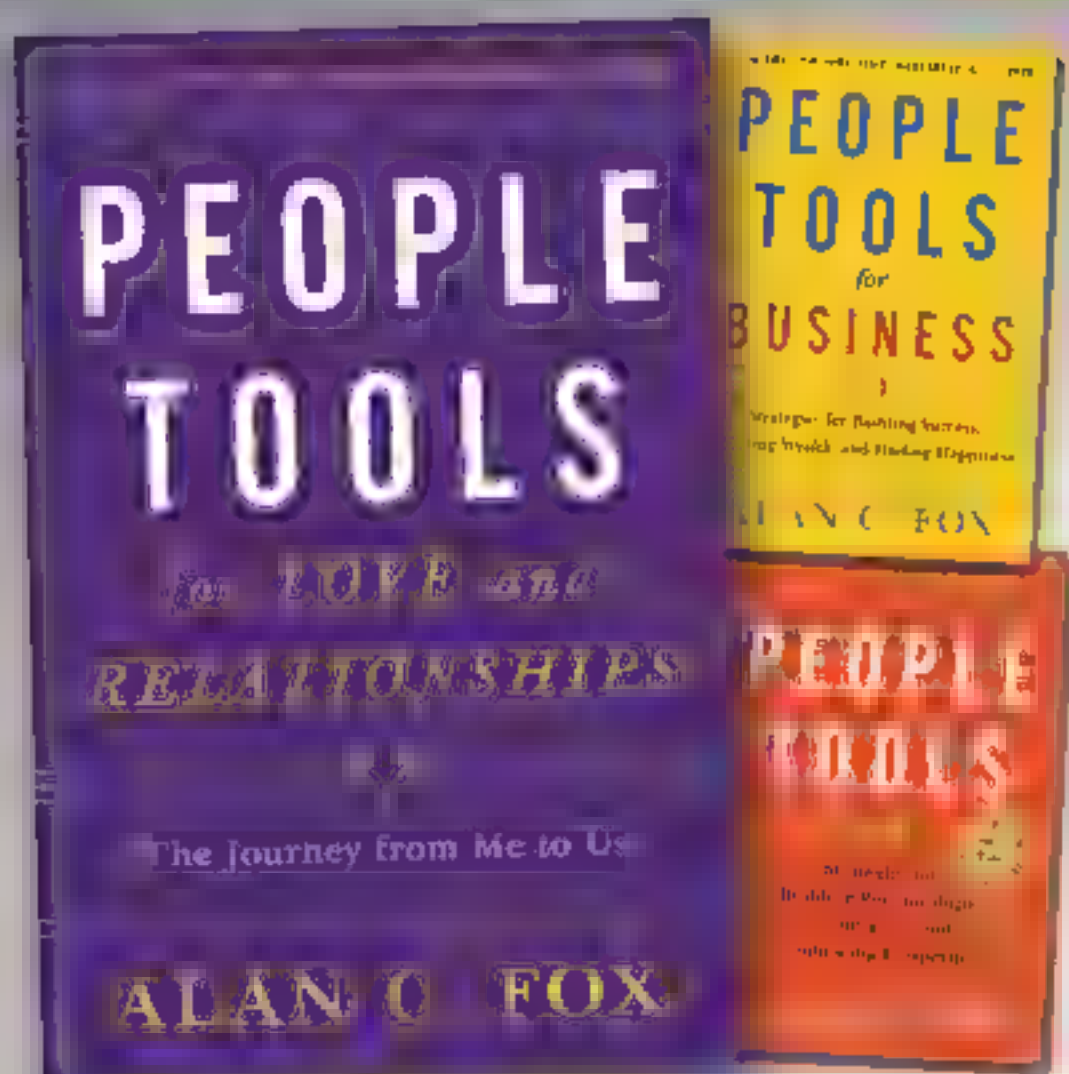
We price on a per-user, per-month basis, so it's kind of the cloud model. We have a free version, and when people do decide they like it, we have some features that allow them to upgrade. We'll be launching an enterprise plan later this year that will add even more features.

What's next for Slack?

We definitely want to become the core layer of technology, not just a layer of the technology package. We feel the Slack platform is perfect for all business applications, so we'll be looking at expanding integrations. We're at nearly 100 right now; we aim to push to 300 and beyond. ▽

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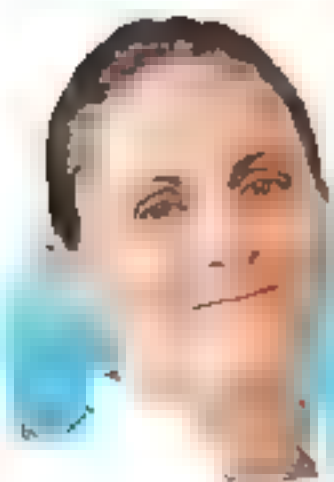
*According to December 2014 Customer Survey, N=2166

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LHR

APRIL BLOOMFIELD ON FRITH STREET IN LONDON



APRIL BLOOMFIELD runs some of the most exciting restaurants in NYC, including The Spotted Pig and The Breslin, but she traces her culinary beginnings back to London. One of her first jobs in the industry was at The River Café there, where she learned to make the kinds of vegetable dishes that star in her new cookbook, *A Girl and Her Greens*. When Bloomfield returns to Great Britain, settling

into a good pub is always on her to-do list. So is tracking down homegrown ingredients that she can't find in Manhattan—namely elderflower and gulls eggs. Though she has no active plans to open a spot across the pond, Bloomfield says she would love to one day. “The London restaurant scene is booming,” she says. “I just have to be happy watching it happen from afar.” —**MATT McCUE**

Bar Italia

“When I get to Soho, I always like to grab a cappuccino here and sit outside. They serve great coffee, and it's a perfect place to people-watch. It's open late, so don't be afraid of missing out.”



Barrafina

“Executive chef Neve Barragán Mohacho serves up delicious tapas. Rock up early for a seat at the bar. I love to grab a glass of cava or rosé and, often-times, a beer chaser as well (ha!).”



The Dog and Duck

“This quaint pub is a lovely place to grab a quick pint and hang out with friends. It has tons of character and plenty of cask beers to choose from.”



Ronnie Scott's

“If you love live music, you will love Ronnie Scott's. It's iconic for live jazz. I love that you're so close to the artists in this intimate venue.”

COORDINATES

- 1 **Bar Italia**
22 Frith St
bar.italiasoho.co.uk
- 2 **Barrafina**
54 Frith St
barrafina.co.uk
- 3 **The Dog and Duck**
18 Bateman St
nicholsonspubs.co.uk/the-dog-and-duck-soho-london
- Ronnie Scott's**
47 Frith St
ronniescotts.co.uk

LATE-NIGHT FEEDINGS

You may be familiar with the blurry-eyed, late-night feedings when you had your first child, but how about doing it every two hours, for three baby penguins? The formula is a bit different (pureed raw herring, vitamins and krill), but the process is the same: get the little chicks to eat and let them sleep, grow and thrive.

At the Loveland Living Planet Aquarium in Draper, Utah, we have welcomed several new members to the "raft" of Gentoo Penguins at the Aquarium's penguin exhibit (penguin congregations on water are called rafts, and a colony on land). It requires an entire team of dedicated staff to maintain a naturalistic habitat and provide the unique care required to raise baby penguins.

Some of the eggs are left with the parents to raise in the exhibit. Three eggs were placed in an incubator and hand raised by Scott Chambers, Lead Animal Keeper, and his team.

"I've raised penguin chicks countless times, but every time it feels great to watch a new penguin grow. It makes all the hard work worth it," said Chambers.

Gentoo Penguins live around the southern coasts and islands of South America and can even be found on the ice flows of Antarctica.

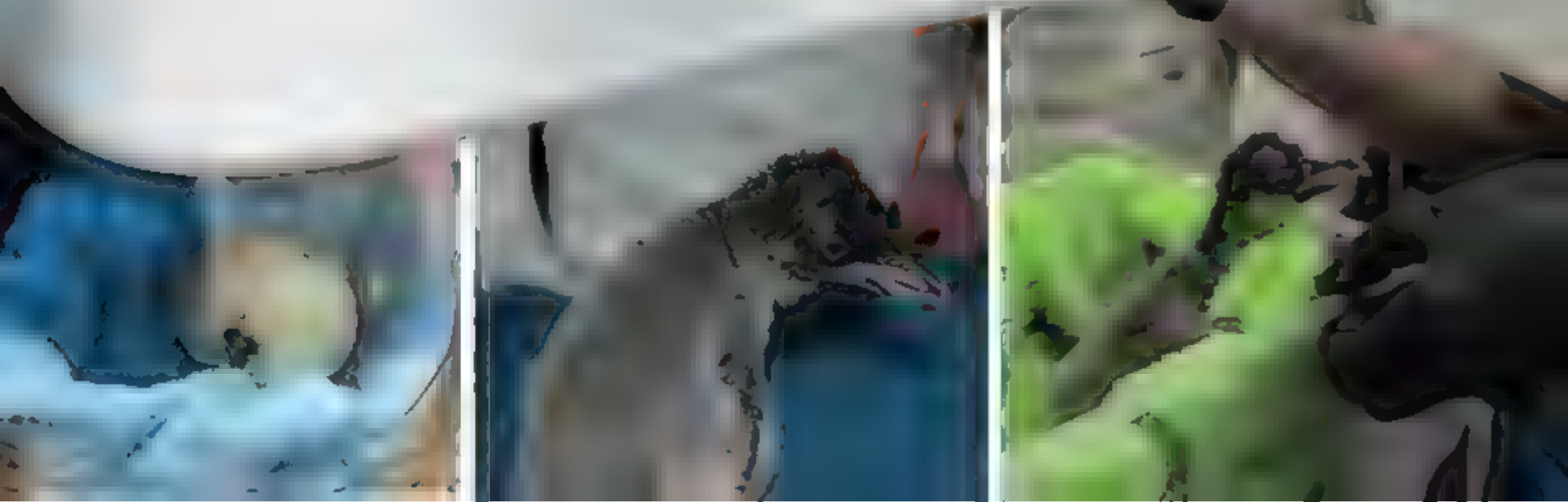
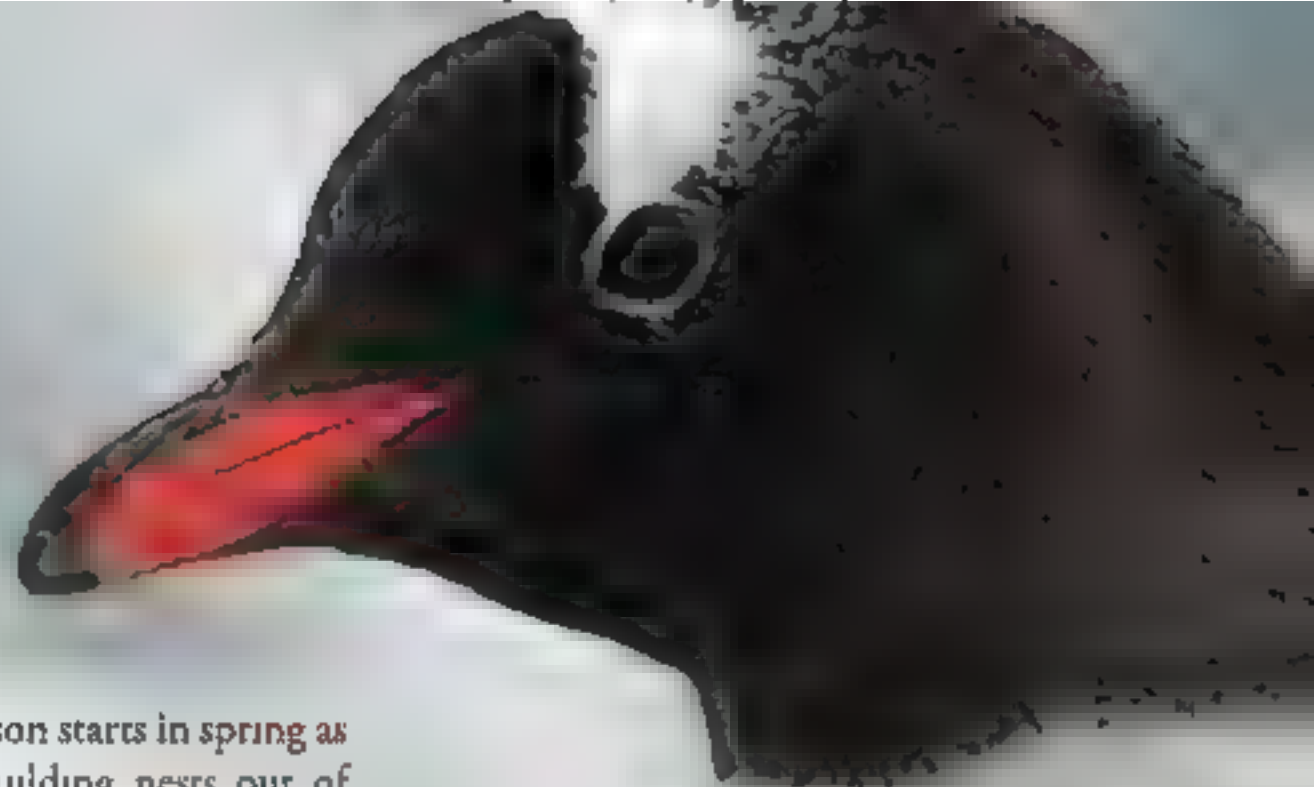
The breeding season starts in spring as the males begin building nests out of small rocks and pebbles. He will court a female by presenting her with his best looking shiny rock and if impressed she may decide to pair off with him (sounds a bit like humans). The penguins pair off and are mostly monogamous. Within 45 days many will have laid two eggs. The pair takes turns keeping the eggs warm by sitting on the nest and gently rotating the egg to keep it at the perfect temperature. Thirty six days later, the chick hatches and once again the parents take turns hunting for fish to feed them while the other stays on the nest to keep them warm.

They grow at an amazing rate, and in only 80 days they are nearly as large as the adults and are ready to venture out on their own.

The next time you are in Salt Lake City, come and say hello to them at the Loveland Living Planet Aquarium.

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LEO PARTIES IN NYC AND OTHER TALES OF CELEBRITY

A rundown of where we recently spotted our favorite notables traveling the world in high flying style **BY SYDNEY BERRY**



1



BRADLEY COOPER

For a recent night out, the star of *The Elephant Man* dined at see-and-be-seen spot **Novikov** ❶, where restaurateur Arkady Novikov offers a three-in-one: an Asian restaurant, an Italian restaurant and a lounge. The purple-lit Novikov Asian deals in Chinese and pan-Asian cuisine (think steamed prawn, foie gras and truffle dim sum) while Novikov Italian's kitchen puts contemporary twists

on the classics. Live music and signature cocktails are the specialty of the lounge.



RIHANNA

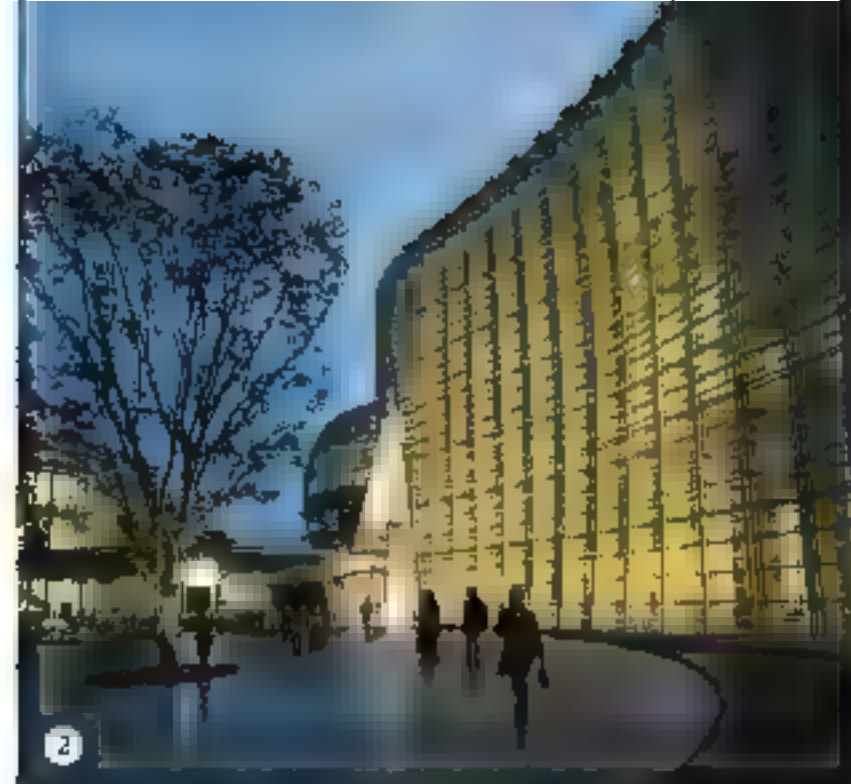
In the Japanese capital for a Dior fashion show, Rihanna spent time at the **National Art Center** ❷. The space acts as a revolving door for various temporary art exhibitions and was designed by Kisho Kurokawa (the architect behind the Kuala Lumpur International

Airport) specifically to make it easy to deliver and remove art. Just days before, the singer dined at Santa Monica's celeb-studded **Giorgio Baldi**, whose kitchen turns out authentic Italian cuisine.



JENNIFER LAWRENCE

On a Mexican getaway with friends, Jennifer Lawrence stayed at the five-star **St. Regis Punta Mita Resort** ❸, where renting the 3,100-square-foot Suite Amanecer



2

gets you a private terrace with pool, Jacuzzi and outdoor shower, plus personal butler service and stunning views of the ocean. Head to the Remède Spa for the signature Ocean Pearl Body Indulgence: a skin exfoliation with crushed pearls followed by a seaweed body mask.



GIGI HADID

The model dropped in at **The One Eighty**, a new restaurant that sits at the top of the 51-story Manulife Centre building in the Yorkville neighborhood, delivering jaw-dropping views of the Toronto skyline. The menu offers fun




LEONARDO DICAPRIO

updates on traditional dishes, halibut tacos with Sriracha sour cream; green peas, sotto with edamame; and chicken and waffles with aioli, peppers and cherry chutney. The actor recently partied with A-list pals at **Up & Down**, the Chelsea nightclub from the Butler Group of 10 OAK fame. Sitting just blocks from the ultratrendy Meatpacking District, the space houses two levels with distinct fees; the chandeliered Up boasts a high-energy atmosphere while Down is a laid-back lounge with pinball and retro video games.



3



WHY DO PEOPLE TRAVEL THOUSANDS OF MILES FOR ONE OF OUR SMILES?

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ATHENS

A new wave of cool is taking over one of the world's oldest cities

THE LATEST HIPSTER hangouts, standout bakeries and public art spaces show that despite a shaky present, the Greek capital is hopeful about its future.

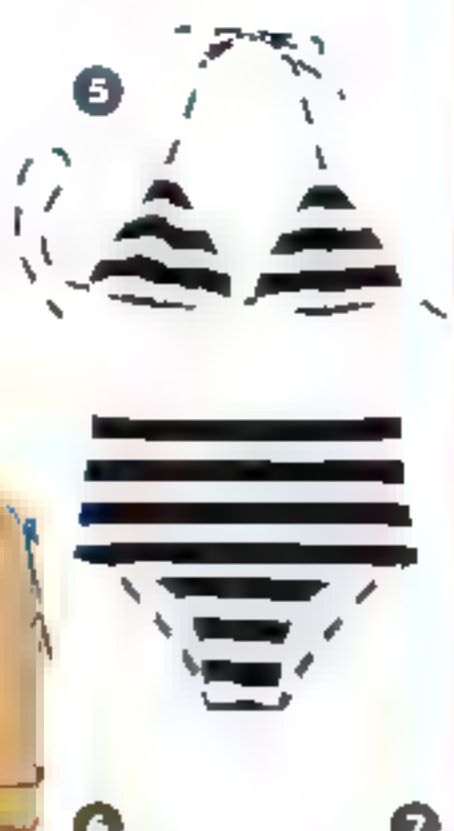
STAY Ava Hotel's executive suites offer stunning night views of the majestic Acropolis, Arch of Hadrian and Temple of Zeus.

SEE The Acropolis Museum—do it. The Parthenon—yep, see that too. But the true gems, such as the National Gardens or the Byzantine Museum, lie just off the beaten path.

DRINK Forget ouzo for a night and head to Baba Au Rum, the city's most sought-after rum bar. Order a Spicy Baba No. 7, sit back and wait. Before you know it, the tiny corner bar will turn the neighborhood into a block party that rivals Mykonos.

—ELIZABETH DOYLE

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3 Shoes by Ancient Greek Sandals Co. \$225. ancient-greek-sandals.com 4 Camera by Samsung, \$529.99. bestbuy.com
5 Bathing suit by Miguelina, \$290. miguelina.com 6 Weekender by Ben Minkoff, \$425. www.rebeccaminkoff.com/ben-minkoff
7 Towel by Jonathan Adler, \$98. jonathanadler.com 8 Sunglasses by Illesteva, \$177. eastdane.com

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FEEL



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Conor Oberst
at the Todos
Santos Music
Festival.



SURE, ART & ROCK 'N' ROLL

Sky's executive editor heads to the Mexican fishing village of Todos Santos for a long weekend of sunshine, galleries and live music. **BY SARAH ELBERT**

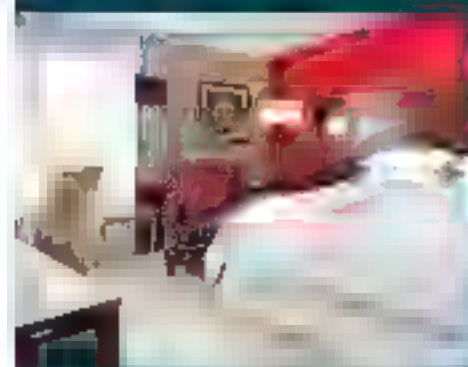
I'VE DONE the music festival thing, my friends and I crowding onto muddy fields wearing cutoffs while waving rock horns at our favorite bands (the rock horns might have just been me). And I thought I was over festivals until I heard about a more intimate event in the Mexican fishing village/artists' colony of Todos

Santos—organized by R.E.M.'s Peter Buck. I figured it had to be cool.

The town lies about an hour north of Cabo San Lucas, and as you approach, the rolling sand dunes and cacti between Baja's mountains and the Pacific Ocean suddenly give way to palm trees and colorful buildings lining hilly cobblestone streets. This

FOUR
POINTS
BY SHERATON

TRAVEL RE- INVENTED

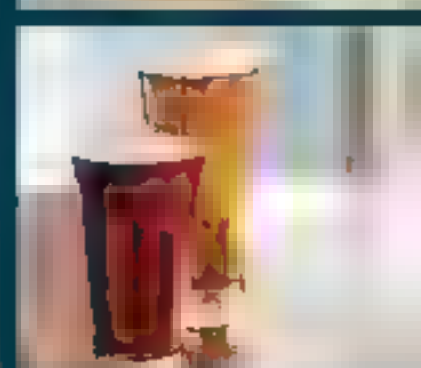


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with beers and
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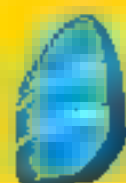
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"Pueblo Magico" is set back from the beach about a mile, though you can stay on the ocean at Rancho Pescadero, just down the road from the fabulous Baja Beans café. Next spring, you'll also be able to check in at the Liz Lambert-designed Hotel San Cristobal, a seaside boutique hotel that will be part of the larger Tres Santos development—think residences, a farm-to-table restaurant, organic farm, bike path, beach club and more, all thoughtfully rooted in the local culture.

I opted to stay in town at the charming, antiques-filled Todos Santos Inn, originally built in the 1870s as a Mexican sugar

baron's hacienda. I wasted no time before checking out the quiet courtyard pool and ordering a margarita at the sophisticated La Copa bar. A few fresh fish tacos from La Copa Cucina restaurant and I was ready to rock!

Most of the Todos Santos Music Festival, held during two long weekends in January, takes place at the Hotel California (not the inspiration for the Eagles' song, by the way), and this year's lineup included Dawes, the Drive-By Truckers, Conor Oberst, M. Ward and more, with members of the Mexican electronic band Nortec Collective playing the last night in the town square.

For the next few days, I explored the local art galleries, surfed with the Mario Surf School at Los Cerritos beach and hung out at Hotel Guaycura's nearby El Faro beach club. Each night, I tried a different restaurant (Café Santa Fe for Italian food, La Casita for sushi and Miguels for chile rellenos) before heading off to drink Coronas and watch bands up close under the starry sky—my kind of festival. ▽

"A FEW FRESH FISH TACOS FROM LA COPA CUCINA RESTAURANT AND I WAS READY TO ROCK!"

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EDITORS' PICK

The Brian Jordan Foundation

Former NFL and MLB player Brian Jordan had one goal when he established his foundation in 1998: to improve children's lives through literacy, scholarship and health and fitness programs. He also dreamed of opening a sports complex where kids could access the tools and support they need to become confident adults. That dream is becoming a reality with The Brian Jordan Center for Excellence and Professional Development, being created in conjunction with Kennesaw State University and LakePoint Sporting Community. When it opens next year in Emerson, Georgia, the center will help kids realize their full potential through sports and recreation. brianjordanfoundation.com



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AUGUST 2015

A taste of what's happening around the world this month

1 NEW YORK

Go pink at the New York Liberty basketball team's **Breast Health Awareness Night** as the team faces off against the Chicago Sky. Madison Square Garden. August 11. liberty.wnba.com

2 PARIS

Dare: An Exhibition with Nerve will challenge you to think about your daily habits, as well as your willingness and the need to take chances. Cité des Sciences et de l'Industrie. Ends August 30. cite-sciences.fr

3 SYDNEY

Commander Chris Hadfield brings space back to Earth in **A Spaceman's View of the Planet**—a live conversation about his out-of-this-world experiences. State Theatre. August 18. statetheatre.com.au

4 SAN FRANCISCO

Enjoy a weekend-long tour de food at **Eat Drink SF** with the best local wines, beers and culinary creations. Various locations. August 20-23. eatdrink-sf.com

5 BEIJING

Root for top track and field competitors at the **IAAF World Championships**, where some 2,000 athletes from more than 200 countries will vie for gold medals. National Stadium. August 22-30. iaaf.org

6 LONDON

Step into the life of one of the most widely recognized celebrities of the past century at **Audrey Hepburn: Portraits of an Icon**. National Portrait Gallery. July 2–October 18. npg.org.uk

7 DUBLIN

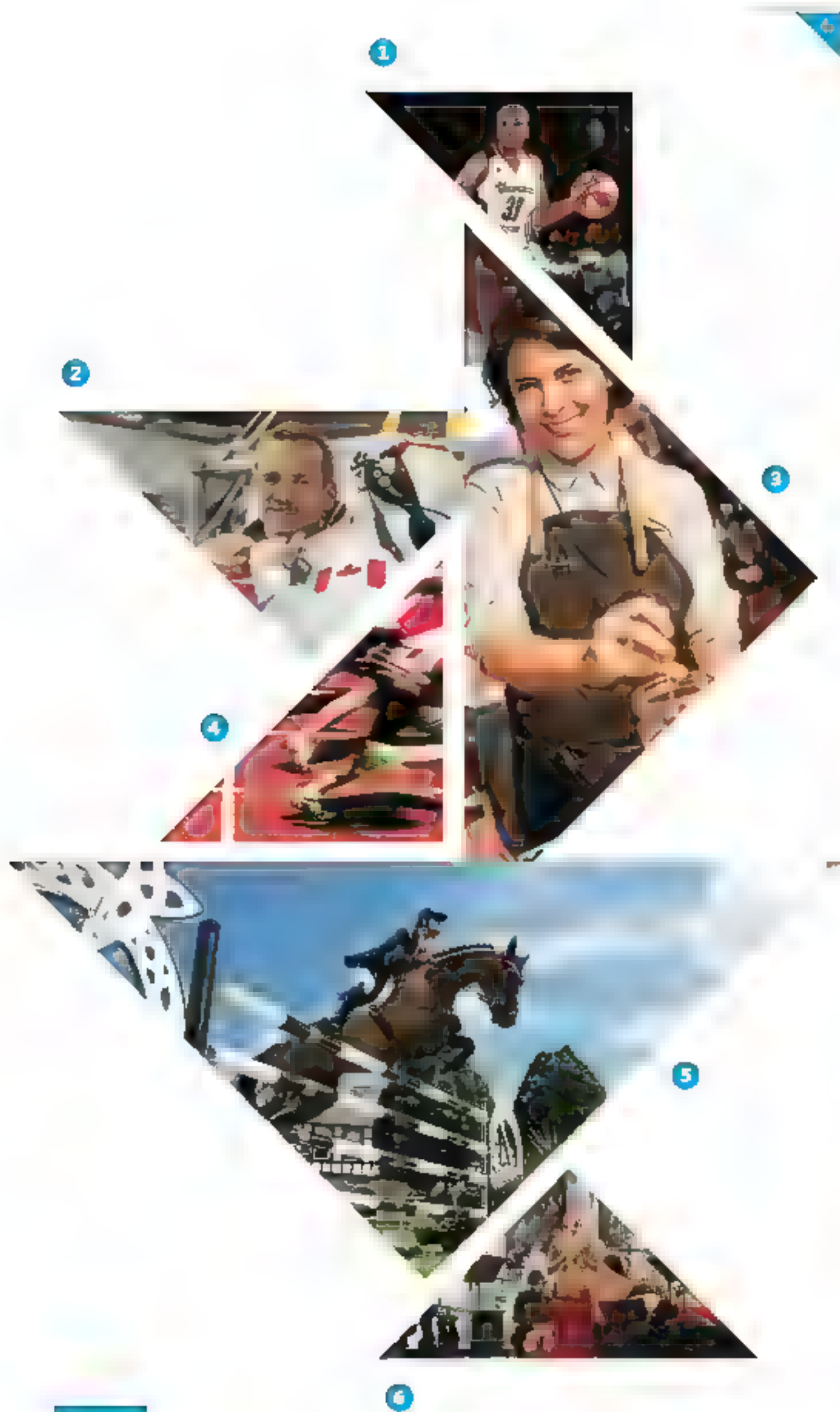
More than \$1 million in prize money draws the best show jumpers to the **Discover Ireland Dublin Horse Show**. Royal Dublin Society. August 5-9. dublinhorseshow.com

8 ORLANDO

Put together your best cosplay outfit and head to the **Anime Festival Orlando** for a fun-filled weekend celebrating Japanese pop culture. Wyndham Orlando. August 14-16. animefestivalorlando.com

9 VENICE

The **Venice Music Project** brings Baroque back with concerts from the renowned Venetia Antiqua Ensemble. Church of San Giovanni Evangelista. August 2, 7, 9, 28 and 30. venicemusicproject.it



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REACHING AN IMPORTANT
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—AUDREY HEPBURN, ACTRESS



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taking a photo and interacting with the band was top notch," he says. Delta offers more than 600 experience packages a year, and many SkyMiles members are repeat winners. "There are a lot of customers who are really big fans of SkyMiles Experiences," says Sandeep Dube, Delta vice president of customer engagement and loyalty. "Our customers are able to gain access to incredible experiences that they might not be able to without SkyMiles."



To watch a video about the SkyMiles Experiences program, visit delta.com/skymagazine

Available Now

Dying to get in on the action? This month, you can bid to attend the New York City Wine & Food Festival, travel to Hawaii's Kohala Coast and Maui for a seven-night vacation or ride in a pace car at Talladega Superspeedway.

A Taste of Italy

In 2014, SkyMiles Experiences hosted its first ever international event: a four-night trip to Tuscany with wine expert (and Delta master sommelier) Andrea Robinson. It was split among four winners, who each got to bring a guest.

Biggest Draws

"Our NASCAR packages are quite popular," says Delta's Sandeep Dube. "And our cool concert experiences always generate tremendous interest. Meet and greets with the artist before a show are an enthralling experience."



MEDALLION PICK

THE DOLDER GRAND, ZÜRICH

"The Dolder Grand has a luxurious Swiss-German ambience and is located on a hillside with beautiful views of the city," says Diamond Medallion member Rodney Day of Fleming Island, Florida. In addition to a stunning location, the hotel wooes travelers with 176 rooms, an opulent spa and a two-Michelin-star restaurant.

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DATE SUMMIT

MEET OUR CLIENTS

Jesalyn (Lange) Garrett ▶

Age: 35

Profession: Property Sales

College: Univ of Wisconsin
(B.A. in Urban Development)

Interests: Snow skiing, travel,
yoga, painting

Beau Garrett ▶

Age: 40

Profession: Regional Sales
Director, Pharmaceuticals

College: M.B.A., Carlson School
of Management, Univ of Minnesota

Hobbies/Interests: Snow
skiing, fly-fishing, ice hockey



Instead of waiting on fate to work its magic, Beau Garrett took matters into his own hands. He employed the art of matchmaking and hired It's Just Lunch (IJL). It worked. Happily married for two years, Beau credits IJL for helping him find his best friend, soul mate, and fellow skier, Jesalyn.

Why did you join IJL?

I'd gone through a divorce in 2009, and I lived in a really happenin' area of Minneapolis called Uptown. Even though I was having a lot of fun, I knew I wasn't going to meet somebody who I'd want to spend the rest of my life with in that kind of lifestyle. Going out to a bar scene was a trapshoot. Same thing goes for online dating. I dabbled in it, but all my experiences were negative. So I called It's Just Lunch.

Tell us about the first conversation with your IJL matchmaker.

When I first talked with her, I said, 'If you can find me somebody who wants to go on skiing adventures, you will have a friend for life.' She asked what my interests were, who I was attracted to, what my goals were, and what I wanted from my partner.

How did IJL help you find Jesalyn?

The science and art of matchmaking and their commitment to seeing it through. Perseverance and advocating for me. My matchmaker listened, she asked excellent questions.

What was your first date with Jesalyn like? Did you know she was the one?

We went to Urban Eatery and had ceviche,

chips, homemade guac, and some beers. When you meet someone and you're attracted to them, you start playing that game of 'Can I see myself with them?'

When I sat across the table from Jesalyn, it was like, 'Absolutely.'

How did IJL make dating easier?

I was traveling, on planes, at hotels, and dating was a challenge. Being a member of It's Just Lunch is like having trusted friends set you up, but even better, because they're professionals. They know what they're doing, and they do everything for you. Date, time, where to go. They even worked with restaurants in advance so there wouldn't be any awkward moments. To have someone doing the work on the back end was such a blessing.

Would you recommend IJL to other busy professionals?

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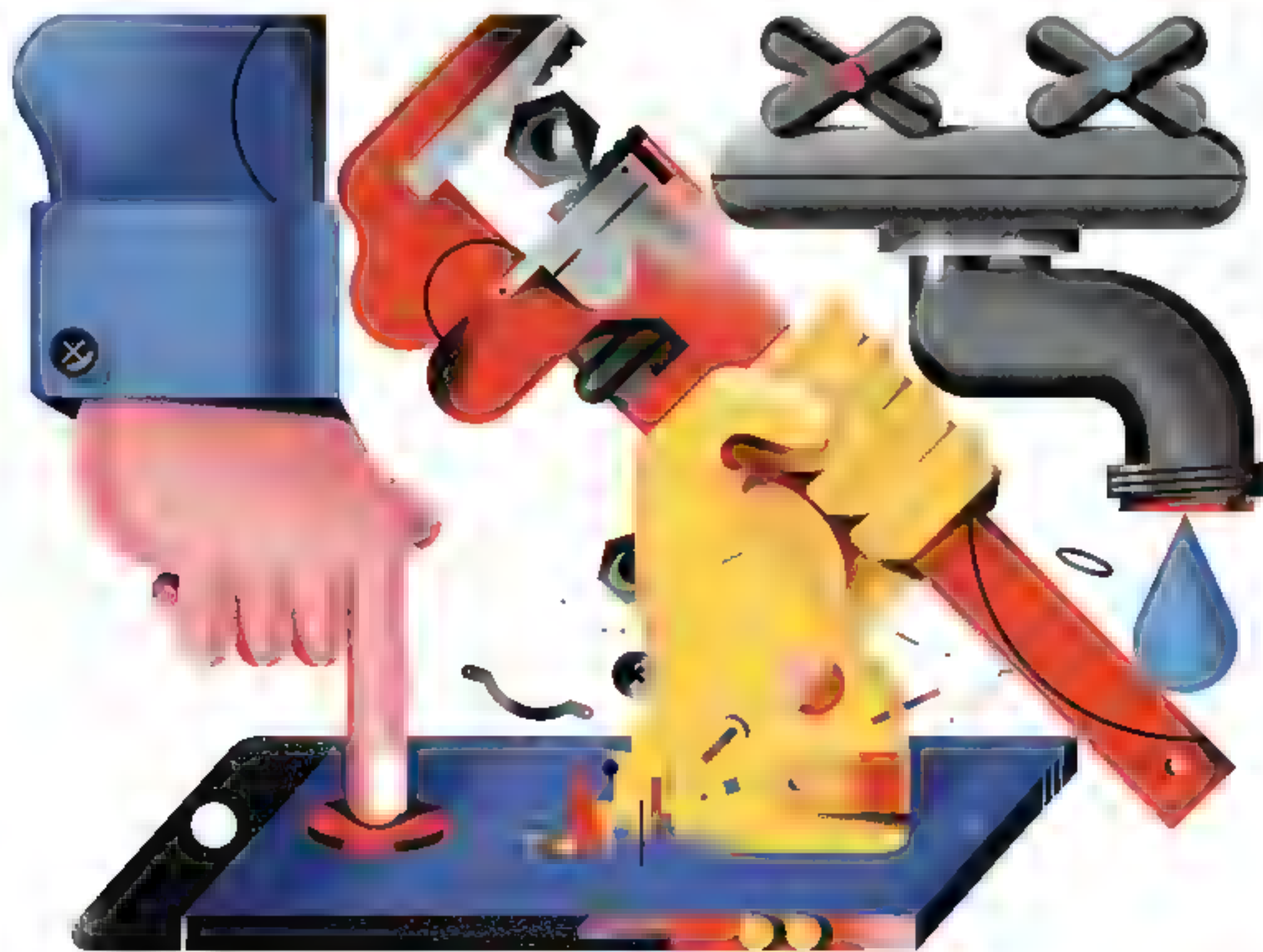


IT'S JUST LUNCH
DATING FOR BUSY PROFESSIONALS



NO JOB TOO BIG—OR SMALL

A WAVE OF NEW HOME-SERVICES SITES AND APPS IS COMPETING TO LET YOU HIRE AN EXPERIENCED PROFESSIONAL DIRECTLY FROM YOUR SMARTPHONE. **BY SARAH ELBERT**



Twenty years ago, Angie Hicks planted the seeds of what would become Angie's List, the online database of home-service providers that relies largely on user reviews to recommend workers or companies for a wide range of jobs. And there are a lot of jobs out

there that need to get done: sinks to fix, movers to hire, photographers to book, taxes to file. It's estimated that the value of the home-services market is between a whopping \$400 billion and \$800 billion.

Which is at least partially why so many new sites have recently gotten into the game. There's Thumbtack and HomeAdvisor, Pro.com and

Porch.com, Redbeacon (Home Depot) and TaskRabbit. Not to mention Amazon Home Services and maybe even Google—if the rumors pan out (Google wouldn't confirm or deny). Most of these allow you to hire service providers directly from their sites, either based on a fixed price or chosen from a number of estimates sent to you by providers. And much

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of it happens via mobile devices.

The sites have gotten ever more user-friendly, in many cases walking you through your project and sometimes providing an estimated range of costs. Redbeacon, for example, analyzes thousands of estimates to provide a cost range for a particular job. Want someone to paint an interior living room plus trim? The site estimates it will cost between about \$300 and \$900, with an average of roughly \$550 (depending on where you are). Then it gives you a list of "pros," and you choose who you want to contact you. On Amazon, a search for ceiling fans will display product results as well as a banner asking if you need an electrician to go with it.

Bigger projects promise to be even bigger cash cows for home-service providers: More than a third of homeowners surveyed in a Harris Poll for SunTrust said they were planning to spend \$5,000 or more this year on renovations, with 18 percent saying they're likely to spend more than \$10,000 on home projects. And then there's wedding planning, pet sitting, personal training, accounting, etc. Amazon even offers goat-grazing services.

The founder and CEO of San Francisco-based Thumbtack, Marco Zappacosta, says the benefit of the site—in addition to the ease of use and quality reviews—is that the service provid-

ers must pay a fee for every potential customer they contact, the idea being that only a committed professional is going to spend roughly between \$3 and \$15—depending on the size of the potential project—to simply send you a bid. He says Thumbtack currently has 5 million projects a year and 150,000 pros who are being monitored for regulation compliance and are reviewed based on their performance.

"These are very personal decisions and intimate choices—we're talking about your home or your children or your well-being—so we give you options that you can review and choose for yourself," Zappacosta says. Ultimately, he says, "I would like us to become a verb. I hope that when a neighbor or a friend asks if you know of a pro for a job, you can say, 'No, but I think you should just Thumbtack it.' That's the dream."

It doesn't hurt that the mother of companies-turned-verbs, Google, invested \$100 million in the site last year.

Sara Montour is a Minneapolis portrait photographer who registered with Thumbtack when she moved back to the area about four years ago. While she hasn't gotten a "ton" of work from the site, she says, "I've gotten a handful of great clients that have made it feel worth it for me." Being able to pay per estimate has been a plus, she says,

because it allows some flexibility in how much she uses the service—a nice model for businesses such as hers that are more seasonal

Meanwhile, on Angie's List, anyone can buy a prepackaged service on the site, although you need to be a member to read user reviews of service providers and get more competitive pricing. The company also has introduced an app called "SnapFix" that lets you—member or not—submit a few details about what you need help with around your house, and someone from the appropriate service company will get back to you with an estimate.

Angie Hicks founded her eponymous list in Columbus, Ohio, as a call-in service and a magazine—yes, she actually gave people reviews over the

"I HOPE THAT WHEN A NEIGHBOR OR FRIEND ASKS IF YOU KNOW OF A PRO FOR A JOB YOU CAN SAY, 'NO, BUT I THINK YOU SHOULD JUST THUMB TACK IT' THAT'S THE DREAM"

—THUMB TACK CEO MARK ZAPPACOSTA

phone herself—and says that what distinguishes the site are the volume of providers and user reviews, which ensures that you get the best service for the best price. The membership base of Angie's List has tripled since 2011, she says, and is now over 3 million members with more than 700 service categories, including her favorite: personal poop scoopers.

Hicks acknowledges that there are a lot of new players in the field—along with many who have come and gone over the past 20 years. "But this is a huge, huge space," she says. "There's room for many players with many different angles."

PUZZLE ANSWERS

Easy XKENKEN

1	2	4	3
3	1	2	4
4	3	1	2
2	4	3	1

Hard XKENKEN

5	6	1	4	3	2
4	3	2	6	5	1
2	5	4	3	1	6
3	2	5	1	6	4
1	4	6	5	2	3
6	1	3	2	4	5

Easy Sudoku

7	6	8	3	4	9	1	2	5
4	1	2	5	8	6	3	9	7
9	5	3	1	2	7	8	6	4
8	2	6	9	3	4	5	7	1
3	9	4	7	1	5	6	8	2
1	7	5	8	6	2	4	3	9
6	4	1	2	7	8	9	5	3
5	8	7	4	9	3	2	1	6
2	3	9	6	5	1	7	4	8

Hard Sudoku

6	2	8	5	1	7	3	4	9
4	5	1	6	9	3	8	7	2
7	3	9	8	4	2	1	6	5
9	1	2	7	5	8	4	3	6
3	8	4	9	6	1	5	2	7
5	7	6	3	2	4	9	1	8
8	9	3	1	7	6	2	5	4
2	6	5	4	3	9	7	8	1
1	4	7	2	8	5	6	9	3

G	A	G	A	A	I	R	E	S	T	E	E	S
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S	I	R	S	A	E	G	I	S	G	R	E	G



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SUMMERTIME IN NICE

VISITING THE FRENCH RIVIERA? SPEND A
LITTLE TIME IN THIS CITY THAT CELEBRATES
THE CUISINE OF THE SUN. BY ANDREW ZIMMERN

Stunning architecture along turquoise waters. Luxury boutiques. Humble gelato stands. Sun-kissed gods and goddesses dotting the beach. Few places rival Nice in summer. What's more, the unique blend of French-meets-Mediterranean cuisine makes the city and surrounding region one of the world's most iconic food communities. From street food and markets bursting with fresh fruit to Michelin-starred restaurants serving marathon dinners, one thing's certain: You can't leave hungry. But you'll need some food coaching.

Cours Saleya is a pedestrian square filled with food and flower vendors.

The French take ingredients seriously, so you're simply never going to find anything less than stellar heirloom tomatoes, colorful bulk spices or gorgeous fruits and vegetables. No kitchen? No problem. Fill your bag with fresh and dried fruit, incredible croissants, olives, cheese and slabs of fig-and-honey nougat.

Socca, a wafer-thin chickpea flatbread cooked in a wood-fire oven, is just one of many classic Niçoise dishes, and you'll find some of the city's best within the market. Open since the 1920s, **Chez Thérèse** serves delicious socca, made at a nearby kitchen and speedily delivered by bike to the market. Order yours to eat at a nearby table or opt for a to-go cone. If



you have time, I highly recommend making a socca pilgrimage to **Chez Pipo** in the old port neighborhood. Locals and tourists flock there in droves whether it's high season or off season (keep in mind that busy almost always means delicious).

Other iconic Niçoise dishes include *pissaladière*, a tart topped with olives, caramelized onions and anchovies that's often served as a grab-and-go meal. Salty and intense, it's a nearly perfect food, turning many anchovy skeptics into evangelists. *Petits farcis*—"stuffed littles"—are on every menu in town, and they're just that: small hollowed-out peppers, eggplant or zucchini stuffed with ground meat, garlic and bread crumbs.

Celebrating an anniversary? Closing a deal? Hot date? Nice offers countless unforgettable meals. At the two-Michelin-starred **Le Chantecler** in the luxury hotel

TOP LEFT: Pistachio and pork terrine with marinated vegetables and Charroux mustard at **JAN**. **TOP RIGHT:** The restaurant's chef de cuisine, Jan Hendrik van der Westhuizen.

DESTINATION SPOTLIGHT

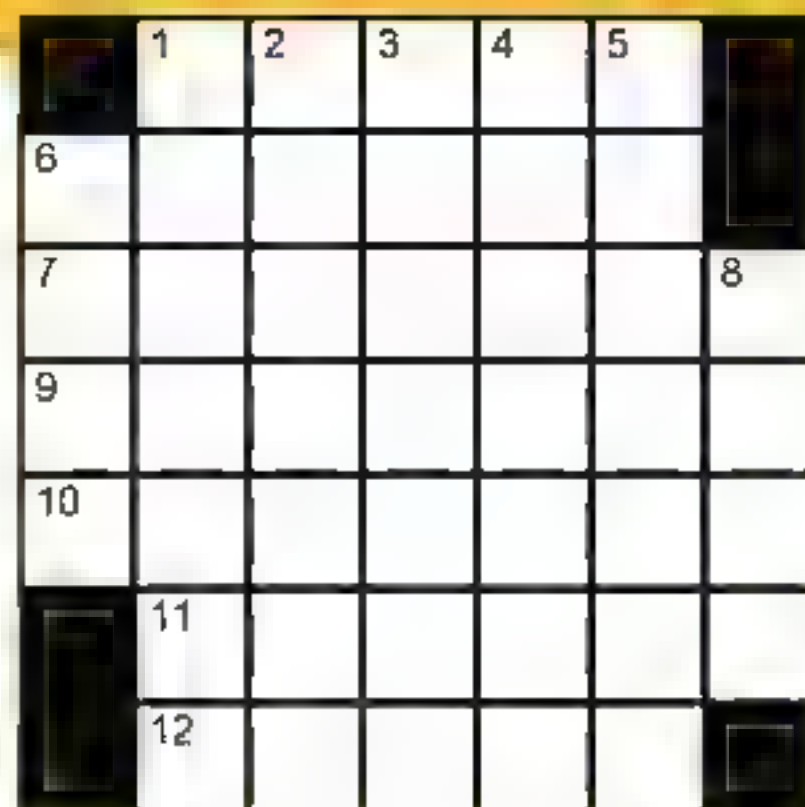
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There are a million and one ways to take in the cities of Europe, but sightseeing from a luxury river cruise ship can offer a uniquely stunning change of perspective. Start by reserving a spot on Avalon Waterways' 16-day Grand France with Aix-en-Provence and Nice trip. You'll discover the country by boat and train and on foot—embarking in Paris and traveling to Normandy, Gervy, Lyon, Dijon and more before arriving in the famed Côte d'Azur. Turn to Delta Vacations to help you plan this trip of a lifetime: the experts can organize your flight, river cruise and precruise and postcruise hotel accommodations. deltavacations.com



Put on your eyebobs and get solving.

- 1 Naval jais
- 6 Punched out, like jigsaw puzzle pieces
- 7 Stereotypical scientist
- 9 Shares a book with, as a child
- 10 Flightless birds
- 11 Knife sharpeners
- 12 "Driving Miss Daisy" star Jessica



- 1 Athletic conference that includes Villanova and Marquette
- 2 Rowing competition
- 3 German motto of the Prince of Wales meaning "I serve"
- 4 Made a special appearance, as on a TV show
- 5 Majestic or impressive
- 6 Charlie Chan creator Earl ___ Biggers
- 8 Makes fit bed

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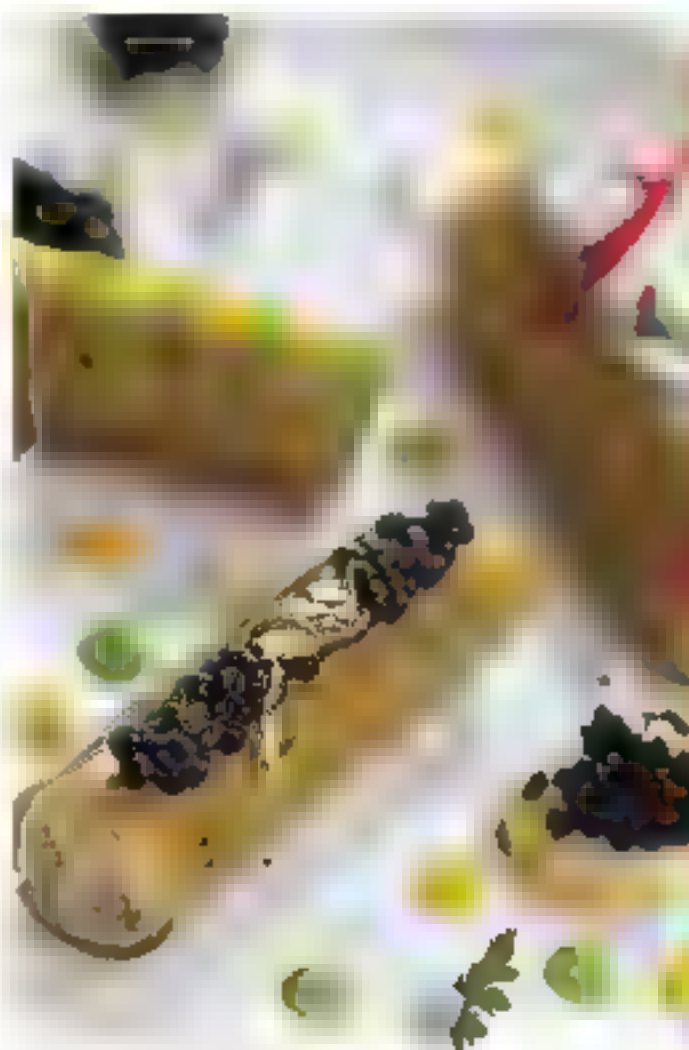
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LEFT: An appetizer at Le Chantecier made of crab and mango cannelloni, citrus fruit marmalade, Prestige caviar and combava-flavored cream. RIGHT: A pizza in the oven at Chez Pipo.



Le Negresco, rose tablecloths, rouge Louis XV chairs and bright brocade carpet serve as the quintessential fancy French restaurant backdrop. Highlights of chef Jean-Denis Rieubland's indulgent menu include Maison Sturia caviar and Dublin Bay prawns roasted with Espelette pepper and served with sautéed calf's head and rocket leaves. The restaurant also has a 10,000-bottle wine cellar.

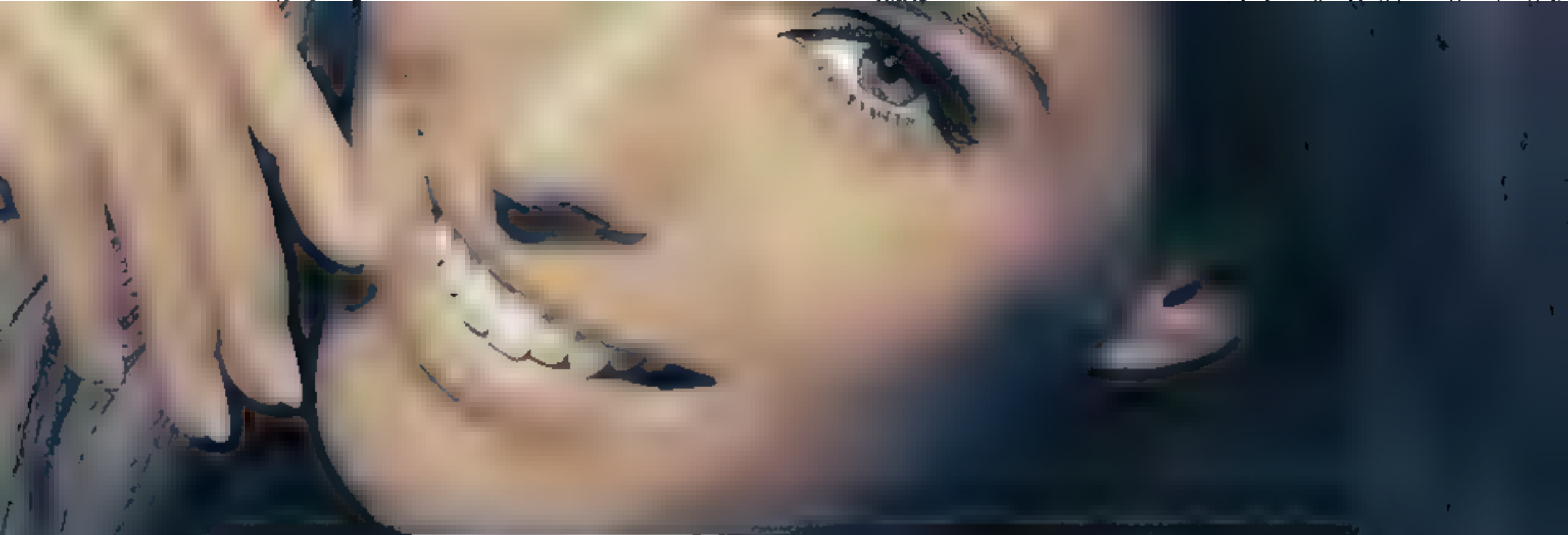
For a more modern dining experience, check out **Flaveur**, a one-star restaurant run by chefs (and brothers) Gaël and Mickaël Tourteaux and friend Xavier Richard. A young, stylish crowd populates this bright but cozy restaurant to experience three-, four- or seven-course tasting menus. Sample items such as risotto primavera with basil and salted lemon confit or tandoori monkfish with black rice cream and grilled clementines.

France's food and design geeks can't stop talking about **JAN**. South African-born chef Jan Hendrik van der Westhuizen attended culinary school in Cape Town, later earning a degree in photography and design. His unique blend of culinary and artistic skills landed him a gig as a food stylist at ELLE International in Paris.

In 2013, he opened JAN, a 28-seat restaurant in a former Vespa workshop in Nice's Port District. Van der Westhuizen's eye for design touches every element, from the dark, petrol blue matte walls to vintage Metro light fixtures from Paris. Add in his stunningly plated, market-inspired six course tasting menu, and you have both a food lover's and Instagrammer's dream. Recent offerings included seared salmon with fresh herbs, lime, coconut purée, wasabi cream and shaved fennel and an updated version of malva pudding, a traditional South African cake gussied up with roasted banana sorbet, pistachio tuile and orange crumble.

The weather and divinely inspired combinations of much-loved foods make Nice a must stop destination for anyone wanting to try the "cuisine of the sun," the nickname given to Provençal cooking by celebrated French chef Roger Verge. It's the kind of city that always makes me find an excuse to extend my trip an extra day. ▽

For more from chef, author and teacher Andrew Zimmern, host of *Bizarre Foods* on the Travel Channel, go to andrewzimmern.com.



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Founder & President



HIGH ON LIFE

SWEDISH BREAKOUT POP STAR TOVE LO HAS GONE FROM SONGWRITER TO ARTIST AT BREAKNECK SPEED. BY CHRIS KORNELIS



To hear a Spotify playlist of Tove Lo

Spotify
Tove Lo
Playlist
54 songs

One day in June 2014, Tove Nilsson (aka Tove Lo) walked into the GE Building at 30 Rockefeller Plaza and made her way to the eighth floor for her U.S. television debut on *Late Night with Seth Meyers*.

The Swedish pop singer had been on TV before. But not in this country. She'd performed a cover of a song on television, which she said didn't count. For all intents and purposes, this was her first TV gig. She'd never been in

2

10 GREAT PLACES
FOR A FABULOUS
FILM FESTIVAL

USA TODAY,
FEBRUARY 22, 2013

sidewalkfest.com

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RIGHT: Tove Lo performs on *Late Night with Seth Meyers* in 2015. OPPOSITE PAGE: Tove Lo performs at the Hangout Music Festival in Alabama in May.

makeup before. She hadn't even released an album. As she was getting made up for TV, she started to get a bit nervous.

"I was just like: 'What? What is all this? What's happening?'"

Not that she was alone: She had her band, a large constituency from her record label, Island, and a gaggle of well-wishers. She took the stage, performed her debut single, "Habits (Stay High)," and survived to see the performance. She was not impressed.

"TV is about so much more than the actual song and the audience," she says. "You're very aware of everything that you're doing. And it's hard for me."

A year to the day later, she got another shot. On June 17, she and her band—two drummers and a man on a synthesizer—took the *Late Night* stage to perform her latest single, "Talking Body." She was relaxed and confident, a veteran of the whole TV thing. It had only been a year, but it may as well have been a lifetime.



In the 12 months since her first date with *Late Night*, she released her debut LP, *Queen of the Clouds*, played more TV shows than she can remember, watched "Habits" sell more than 3 million copies and performed in front of an estimated 20,000 fans at Bonnaroo.

"Everything that's happened this year

... I don't even know where to begin," she says.

Nilsson, 27, was raised in Stockholm and says she was always the kid putting pen to paper, entering and winning essay contests and dreaming about growing up to be a writer. Her ambition shifted when she attended an arts-focused high school

NOT: GETTY IMAGES FOR HANGOUT FESTIVAL, RIGHT



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Tove Lo after a performance on *Late Night with Seth Meyers* in 2014.

girls, I feel like I'm a band girl," Nilsson says. "I don't want to be this perfect, polished artist. That's not me. And I don't have this unattainable persona. I really just wanted to make it clear: 'The songs are me. So what you're going to get as an artist is me. Are you all on board with that?' And they were all like, 'Yeah, we are.'"

Just because her "indie" career as a performing artist is blowing up doesn't mean she wants to abandon her work as a songwriter for hire. As long as there's time and material, she says, she wants to keep collaborating with other people.

"I will always be writing," she says, "and sometimes there's a song that I write that

just doesn't feel like it's mine, and I'll be happy to give it to someone else."

After taping *Late Night*, she went out to dinner and then she watched the performance on big-screen TVs back at the hotel over glasses of whiskey with her band. She thought she looked great and that her band performed well. She still wasn't completely happy about the way she came across on TV but she was far more relaxed and comfortable on stage than the day she made her debut.

"I had more to prove [then] than I do now," she says. "When you start out, you don't really know what people expect from you. For me, going from being a songwriter to being an artist is kind of a weird step, because you're like: 'Yeah, the music's all there, but I don't really know how to figure out the rest.' Being an artist is not just about music, and that was kind of hard for me to understand at first. And now I get what it is. You have to give more of yourself."

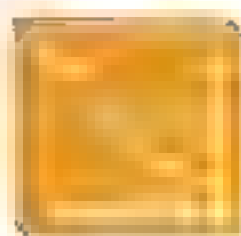
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WINE FLIGHT

ANDREA ROBINSON, *Master Sommelier*



Whether your summer vacation has you jet setting or sticking close to home, your wine glass can always take you to new places. So, how about a trip around the world? One of my favorite varietals for summer sipping—sauvignon blanc—is your ticket, because it grows successfully throughout the wine world, offering up distinctive expressions in each of its signature regions. So, here's your summer school

syllabus to study the world of sauvignon blanc. The "homework" will be a blast, not to mention cool, crisp and refreshing, just right for the dog days of August.

Taste profile: Depending on where it is grown, the exotically pungent scent and taste range from zesty and herbal to tangy lime, grapefruit to juicy peach and melon to tropical fruit and figs, with vibrant acidity.

Home base: France's Loire Valley and Bordeaux regions. The Loire classics are Sancerre and Pouilly-Fumé, named for the villages where the grapes are grown and known for elegance and tangy minerality. Bordeaux Blanc is a similar style, unless you see the name of a Chateau on the label—in that case, expect a toasty richness due to barrel fermentation, and inclusion of the local Semillon grape in the blend. Homework: Try Joseph Melot Sancerre, Pascal Jolivet Pouilly-Fumé, Dourthe Bordeaux Blanc, or Chateau Carbonnieux. Pair with fresh Loire valley goat cheese for extra credit and yumminess.

Around the world: Here are the regions that in my view offer the best quality for the money, as well as their own signature style.

Napa and Sonoma, California Abundant sunshine in these regions yields a juicy style of SB dripping with pear, melon and even tropical flavors. The term Fume Blanc—created by Robert Mondavi—usually refers to a barrel-fermented style with some toastiness. Homework: From the Napa Valley, try Henig, Flora Springs, Sailoquy or Round Pond, which is featured on Delta One flights this month. From Sonoma, try Crossbarn by Paul Hobbs for the pear and melon style, or go opulent, tropical fruit and figs with Merry Edwards from Russian River Valley, which is a Sky Club by the glass feature at JFK Terminal 4.



New Zealand Sauvignon Blanc is the grape that put New Zealand on the world wine map, and for good reason—its neon aromatics are like no other in the white wine world. The classic pungent profile of herbaceous and lime notes screams for veggie salads, guacamole or anything salsa'd. Love Matua, Kim Crawford and Stoneleigh—in that taste

profile. Also check out the slightly riper and very pure passion fruit-scented style of New Zealand Sauvignon Blanc, which you'll find in bottlings from Brancott, Villa Maria Private Bin and Allan Scott.

Washington State The Columbia valley region's diverse growing conditions enable it to succeed with SB across the style spectrum, but my favorite is the rich French Bordeaux style—barrel-fermented and blended with Semillon. Look for Deille Coteaux Chaleur Blanc, Buty and L'Ecole No. 4 Luminesce—and throw some Pacific Northwest salmon on the grill.

I'VE FOUND SOMETHING.

YOU CAN TASTE ITS TEMPERAMENT IN THE PASSIONATE ROOTS OF OLD VINES. YOU CAN FEEL ITS STRENGTH AND CHARACTER FROM THE CROSSWINDS. ITS AROMATICS AND FLAVORS BURSTING TO REVEAL THEIR SECRETS. I'VE FOUND GARNACHA, THE NEXT GREAT GRAPE. IN CARINENA, SPAIN.



TRAVERSE CITY, MICHIGAN, USA

Fruit and the Vine on Michigan's Wine Coast



TRAVERSE CITY
MICHIGAN

Downtown Art Fair—Aug 15

**Traverse City Summer
Microbrew & Music Festival -
Aug 21-22**

Harvest Stompede—Sept 12-13

**The Hunt for the Reds
of October—Oct 23-25**

Traverse City Tourism
800-TRAVERSE (872-8377)
TraverseCity.com

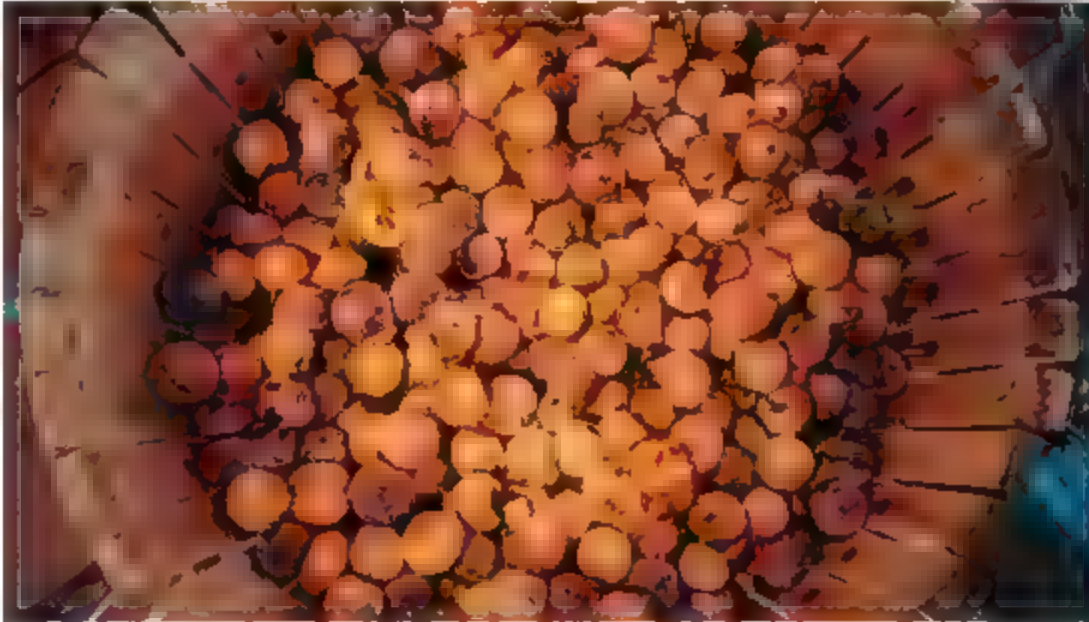
As the summer turns to fall along the 45th parallel in northern Michigan's wine country, visitors stream to Traverse City to enjoy the annual grape harvest and visit one of the most popular small town destinations in the Great Lakes Region. The fall colors in this region are not subtle. The vineyards are surrounded by reds, yellows, browns and greens, bursting from the trees—unlike wine regions in desert climates where the fall colors are far more muted.

Traverse City, population 15,000, has been known for decades as an ideal escape for those seeking a waterfront community with excellent choices for shopping, dining and outdoor activities. Nearly 40 wineries are adding flavor to the region by allowing visitors to enjoy the fruits of the vine and also explore the fruits which hang from the trees surrounding the vineyards.

Before it became known as a wine region, Traverse City was known for growing apples, pears, peaches, and of course, cherries. Traverse City is still proclaimed as the Cherry Capital of the World. The vineyards for wine grapes arrived about 40 years ago and most of the region's vineyards are still surrounded by orchards.

While becoming one of America's most popular emerging wine regions, winemakers are carving out another niche for themselves blending and distilling a huge variety of cordials, ports, brandies and eau de vies (otherwise known as brandy) that are also drawing rave reviews for their excellence and originality.

This has led winemakers to create highly popular fruit wines such as the best-selling Peach Cremant at **Forty-Five North Winery and Vineyards**. "It is a proprietary white wine



blend mixed with local peach juice. We press the peaches in house. The peaches are first frozen, then allowed to thaw some before we press them cold," says Forty-Five North winemaker-owner Eric Grossnickle.

Hard cider is one of the fastest growing beverages in the U.S. Sample the hard cider at **Northern Natural Cider House** in Traverse City. It is golden and delicious.

Almost every winery in the region still produces some fruit wines. **Chateau Grand Traverse**—which pioneered the introduction of vinifera grapes to Traverse City—makes and sells six different varieties of cherry wine, including a cherry sangria and a cherry ginseng wine, as well as a cranberry Riesling. And, of course, the **Cherry Republic** winery in Glen Arbor won't sell any wine that doesn't have at least some cherry element in it.

People still love sweet wines, and a wide

variety of dessert wines are being produced to meet that demand. **Bel Lago** makes a dessert Riesling made from grapes harvested in late October, while **Leelanau Wine Cellars** has an intensely sweet pear nectar.

Another sweet fruit concoction is mead, a traditional drink from northern Europe made with fermented honey. Local winemakers have discovered that fruit adds much-needed acidity to the bland taste of mead. **Longview Winery** was the first local winery to create a cherry mead, and 45 North makes a version that combines honey with cold-pressed apricots and peaches.

Traverse City shares a history and culture with many other regions that produce wine. They are iconic agriculture regions. Around Traverse City, this includes a passion for growing fruit.

—Dan Weldy, *The Wine Traveler*



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Queen Ka'ahumanu Center, Hyatt Regency Maui, Grand Wailea Resort

KAUAI: Poipu Shopping Village, Grand Hyatt Kauai

BIG ISLAND OF HAWAII: Kona Marketplace, Kings' Shops, Hilton Waikoloa Village

NORWEGIAN CRUISE LINE: Pride of America

BOSTON: North Mall, Northshore Mall, CHICAGO: Oakbrook Center, Woodfield Mall, DALLAS: NorthPark Center

DENVER: Cherry Creek Shopping Center, LAS VEGAS: Grand Canal Shopper at The Venetian, LOS ANGELES: Glendale Galleria

NEW YORK: Roosevelt Field, PHILADELPHIA: The Plaza at King of Prussia, PLEASANTON: Stoneridge Mall

PORTLAND: Washington Square, SAN DIEGO: Fashion Valley, Horton Plaza, SAN FRANCISCO: PIER 39

SAN JOSE: Valley Fair, SEATTLE: Bellevue Square, WASHINGTON, D.C.: Tysons Corner Center

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1 City 5 Ways

MADRID

THERE'S
MORE THAN ONE
WAY TO DISCOVER
A DESTINATION



MAD

AT MORE THAN 2,000 FEET ABOVE SEA LEVEL, Madrid is one of the highest capital cities in Europe. This might be one small reason why other Spanish cities sometimes have the feeling that Madrileños have a tendency to look down their noses at the rest of the country. Yet despite sometimes feeling like the grande dame of the Spanish-speaking world—a notion encouraged by the grand squares, haughty statues and imperial architecture—Madrid is actually a humble, unpretentious place. People talk to strangers in the tapas bars and there's no sense that the locals are competing for space with the tourists. This is a city to fall in love with, but also to live in—and locals and visitors wouldn't have it any other way.

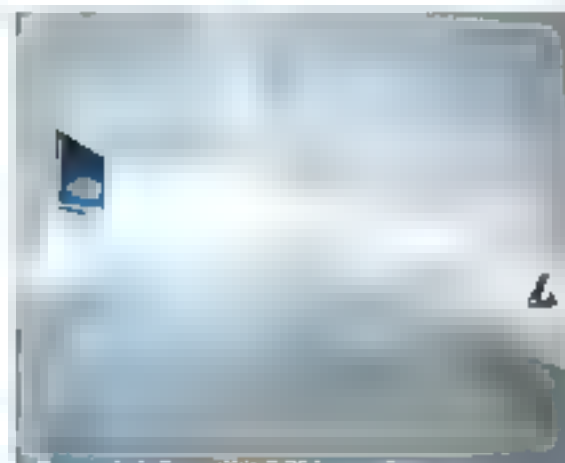
MADRID

ART
LOVER

WHERE TO STAY ▶

Puerta America

Each floor of this hotel was designed by a different architect. Iraqi-British designer Zaha Hadid's rooms conjure a 1960s idea of what the 21st century would be like: pure yet glamorous, with sci-fi curves of white molded plastic. hotelpuertamerica.com



MORNING ▶

Museo Nacional del Prado

The apex of Madrid's art museums boast the greats, including Goya's "Black Paintings," which clearly inspired some Heavy Metal album covers. museodelprado.es/en

LUNCH ▶

Alabaster

A few minutes' walk from the Prado, Galician Restaurante Alabaster makes a strong argument for Madrid's claim as "Spain's best port." The hake with lemon and lime "pil-pil" sauce (olive oil and garlic) is a work of art in its own right. restaurantealabaster.com

ROMANTIC

◀ WHERE TO STAY **Urso Hotel & Spa**

Although it opened last summer, this hotel's neoclassical building dates back to the 1900s. Young lovers will be torn between dashing hand in hand up the splendid cinematic marble staircase or riding in the restored belle époque wood-and-glass elevator. hotelurso.com/es

MORNING ▶ **Retiro Park**

There are few things guaranteed to make a successful date, but one good bet is to take your beloved to see the ducks and adorable turtles at the lake in Retiro Park.

BUDGET
TRAVELER

WHERE TO STAY ▶

Flat5

If you want breakfast in your room, there can't be many places cheaper than this hotel—you can get toast and coffee brought up for just € 99. The basic clean rooms with shared bathrooms are inexpensive, too. flat5madrid.com



MORNING ▶

Matadero Madrid

South of the city center and thus well off the tourist trail, Matadero is striking both for its size (148,300 square meters) and for the elegance of brick buildings that were once used as an abattoir. Inside is some of Spain's most interesting contemporary art and theater. mataderomadrid.org

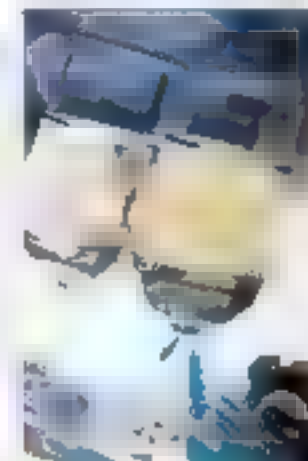
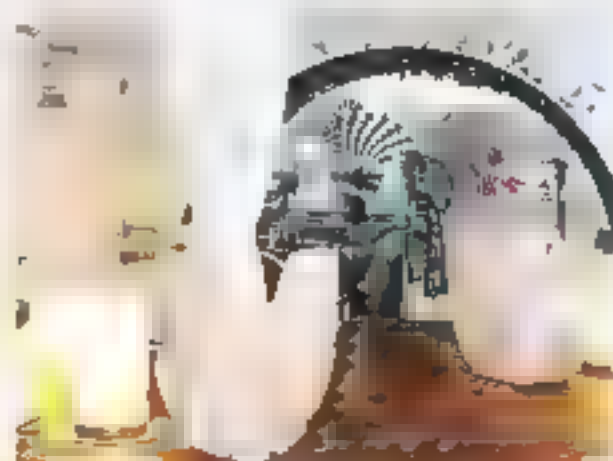


FOODIE

WHERE TO STAY ▶

NH Collection Eurobuilding

For serious foodies, the draw of this extravagantly high-tech business hotel is culinary superstar David Muñoz's three-Michelin-starred DiverXo. Afterward, for those who have overindulged, there's also an enormous gym. nh-collection.com



◀ APERITIVO ▶

La Venencia

At the elegantly dilapidated La Venencia, they've long known that a decent, bone-dry Fino sherry is for life—and for everyone—not just for grandmas at Christmastime.

LUXURY
SHOPPER

◀ WHERE TO STAY ▶

Villa Magna

The Real Suite at Villa Magna has room for a grand piano as well as a 10-place dining table. Even in one of the humbler suites, you'll get huge bathrooms with rain-effect showers and views over the elegant mansions and boutiques of Calle de Serrano. villamagna.es

MORNING ▶

Calle de Serrano

All of Madrid's Salamanca district is paradise for high-end shopping, but Serrano Street is particularly opulent. In the space of less than a mile you'll find the biggest names in Spanish fashion as well as Gucci, Armani, Bulgari, Cartier and the rest.





AFTERNOON ▶

Museo Reina Sofia

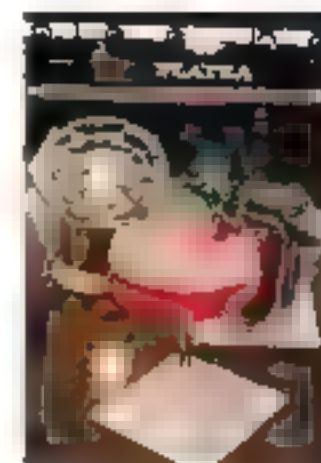
A room here is devoted to Picasso's *Guernica*, the extraordinary painting that depicts the Spanish Civil War bombing of the Basque town, plus sketches showing Picasso's creative process. museoreinasofia.es/en



DRINK ▶

Platea

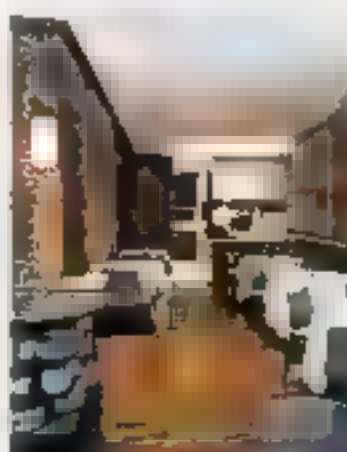
From the upper-level bar of Platea, an art deco cinema-turned gourmet food hall, you can look down on Madrid's hip crowd flirting and grazing among the tapas bars and stalls. plateamadrid.com



LUNCH ▶

Hortensio

Colombian chef Mario Valdes has deliberately kept things small and intimate at his bistro, with a small menu that does a few things—such as a bright, invigorating ceviche of sea bass—very well. hortensio.es



AFTERNOON

Federica & Co

The pine trees and rubber plants in the courtyard of home and garden hub Federica & Co provide a cool canopy above boutiques selling antiques and chic vintage clothes. federicaandco.com

LATE DRINK ▶

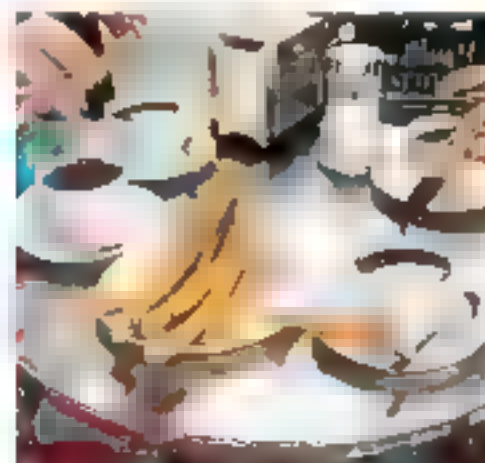
Círculo de Bellas Artes

With its enormous paintings and high ceilings, the La Pecera café at the Círculo de Bellas Artes takes you back to the romance of the Roaring Twenties. Even better is the view of Gran Vía from the Azotea bar on the roof. circulobellasartes.com



◀ LUNCH Casa Lucio

Who needs fine dining when you can enjoy Lucio's *huevos rotos*, a dish that's somewhere between an omelette and scrambled eggs, served with fries in a great mound of glorious grease. casalucio.es



LATE NIGHT ▶ Tupperware

With Batman cartoons on the walls and horror movie eyeballs stuck to the ceiling, Malasaña bar Tupperware is not a place that takes itself too seriously and is thus perfect for Madrid's self-aware "frikis" (geeks).

◀ BREAKFAST

Chocolateria San Gines

At 8 a.m., you'll find frazzled hedonists sitting alongside office workers making a stop-off on their commute. The chocolate con churros work equally well as postparty snack or high-calorie breakfast. chocolateriasangines.com



◀ LUNCH

Punto MX

When they whack a whole shin bone down on the table, the marrow gleaming, you realize that Punto MX is not your typical Euro-Mex. The flavors, earthy and sophisticated, are straight out of chef Roberto Ruiz's native Mexico City. puntomx.es

DINNER ▶ Mercado de San Miguel

In this gleamingly renovated delicatessen market, you can try oysters and paella as well as olives and champagne all the way until 2 a.m. mercadosanmiguel.es

LATE DRINK Museo Chicote

Ritz barman Perico Chicote opened Museo Chicote in 1931 as a place to show off his spirits collection (hence the "museo"). Although modernized, with DJs spinning house and Latin tracks, it's still a place where cocktails are treated as an art form. grupomercadodelarema.com



◀ LUNCH

La Terraza del Casino

The menu at Casino de Madrid is as inventive as you'd expect from two-Michelin-starred E. Bull alumnus Paco Roncero, including a pisco sour mixed at your table with clouds of dry ice. casinodemadrid.es



◀ AFTERNOON

MAY

You may not be a polished Flamenco dancer, but you can look like one with a nice dress and a decent pair of shoes from this famous dance costume store, open since 1943. *2 Calle del Maestro Victoria*



◀ COCKTAIL HOUR

The Roof

The former Hotel Reina Victoria, now the ME Madrid, was known in the 1920s as the hip place for bullfighters to hang. Now you'll find celebrities sipping cocktails on The Roof terrace. melia.com



For more must-see spots in Madrid, visit www.skymagazine.com



With the Louis Vuitton Foundation, Bernard Arnault is helping to redefine luxury for the future. **Misha Pinkhasov**, author of *Real Luxury*, explains

THE CHANGING ART



OF

LUXURY

THE LOUIS VUITTON FOUNDATION

RISES IN A

monumental tangle of curved glass from the trees of the Bois de Boulogne, a large park on Paris' wealthy west end. Set amid reflecting pools, the billowing forms are meant to resemble a sailing ship, with its connotations of travel, exploration and discovery. They are also an overt reference to the curved glass domes of the Grand Palais, the vast display hall built next to the Champs-Élysées for the Universal Exhibition of 1900.

Frank Gehry's design for the building stands in stark contrast to the century-old apartment buildings of the nearby neighborhoods. In that sense, it shares a proud lineage with other structures—the Eiffel Tower, the Pompidou Center, the Louvre pyramid—that have propelled proudly traditionalist Parisians toward the future.

But the foundation building has not been nearly as controversial as any of its predecessors: There was no outcry that its newfangled forms would be a blemish on the formal Parisian landscape. Perhaps the polarizing figure of the man behind it—Bernard Arnault, chairman and CEO of LVMH, the world's biggest luxury goods maker—is controversy enough. Or perhaps it is a testament to how luxury brands, in the way they connect tradition with ambition and in how we expect them to serve up the unexpected, help to sugarcoat the sometimes bitter pill of progress.

OLD BRAND, NEW BUSINESS

Bernard Arnault has been the most visible force in the transformation of luxury over the past three decades. Having refocused the company founded by his grandfather from construction to real estate development, he acquired Christian Dior in 1984 as part of its bankrupt parent company. Three years later, Arnault's company took a stake in the nascent LVMH Group—formed through a merger between Louis Vuitton and the Moët Hennessy wines and spirits consortium—of which he was appointed chairman in 1989. Today the Arnault family owns approximately 70 percent of Christian Dior, which in turn owns a controlling interest in LVMH.

That early consolidation of three pillars of French luxury provided the platform for Arnault's expansive vision. He saw the potential for luxury brands to benefit from connecting their creativity to strategic management, more ambitious marketing and sectoral synergies. Arnault set about transforming Louis Vuitton, whose popularity was ailing due to poor distribution and licensing—and rampant trade in fakes of its iconic,

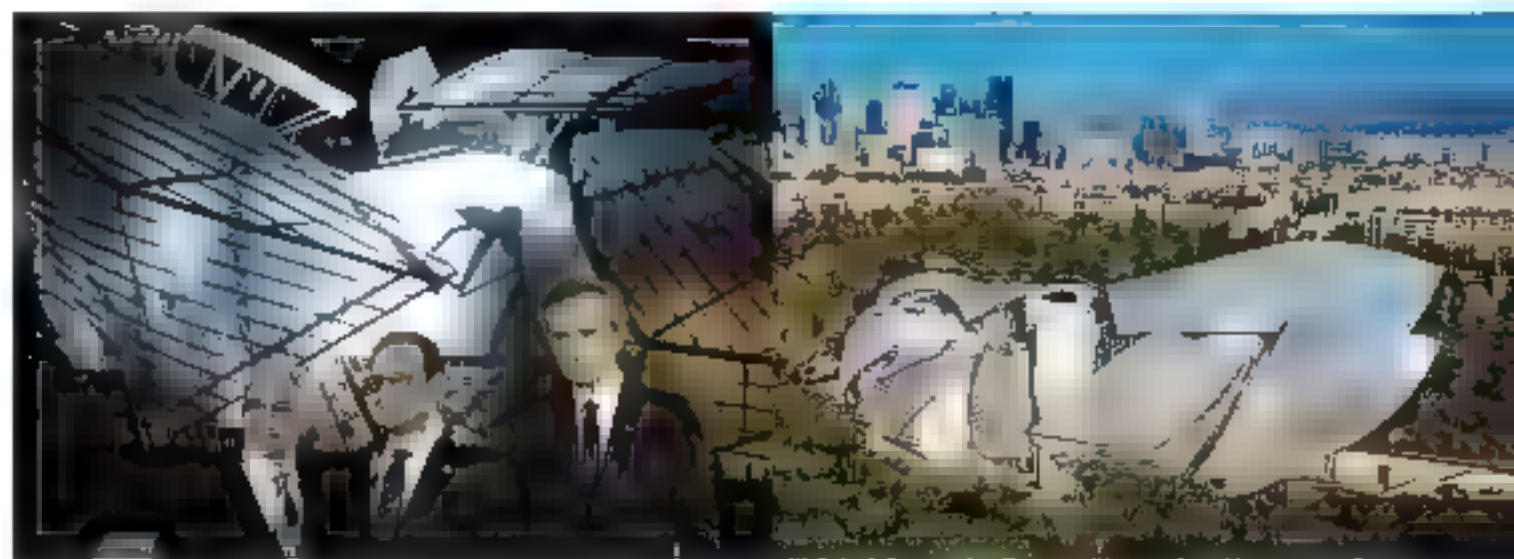
monogrammed bags. It is now the cash cow cornerstone of his empire. He also launched a decades-long acquisition spree, buying up privately owned luxury brands such as Givenchy, Krug Champagne, Emilio Pucci, Fendi and Bulgari.

LVMH now owns some 70 of the world's most prestigious brands, with revenues of €30 billion in 2014. They range from fashion and leather goods (such as Celine, Berluti and Donna Karan) and wines and spirits (Veuve Clicquot, Dom Perignon, Belvedere vodka) to watches and jewelry (Tag Heuer, Chaumet, De Beers), fragrance and cosmetics (Guerlain, Acqua di Parma), retail (Sephora, Le Bon Marche), even yacht building (Feadship's Royal Van Lent), media (Les Echos, Nowness) and hotels (Cheval Blanc).

In the process of building LVMH, Arnault has made both friends and foes—an inherent part of being a game-changer. But even among those critical of his ambitious business style and his unabashed appetite for growth (foreign to the French, for whom *ambitieux* is a slur, and foreign to the luxury sector, which is used to seeing itself as above the fray of vulgar commerce), many concede the value of what he has built.

ARTISTIC FOUNDATIONS

The Louis Vuitton Foundation has been described by Arnault and others in the familiar corporate philanthropy vernacular as a nonprofit that “gives back to the community.” On the one hand, it fulfills LVMH's civic duty as a major business. On the other, it helps bolster the art and craftsmanship that give luxury brands their cachet. “The



houses of the LVMH Group,” Arnault says, “have always thrived thanks to the excellence of their creations and have thus long contributed to an *art de vivre* steeped in the humanist tradition. Their success is deeply rooted in our artistic and cultural heritage. For many years I have sought to share this success with artists, creative talents, thinkers and the general public, especially young people.”

The roots of the foundation were laid almost in tandem with those of its corporate parent. In 1990, Arnault met with Jean-Paul Clavier, then counselor to the French minister of culture, Jack Lang. Clavier joined LVMH as

Arnault's adviser on corporate sponsorship a year later. "The idea of a foundation came up at my very first meeting with Bernard Arnault," Claverie says. "In the course of the many conversations that followed, we discussed and developed the idea of a foundation implementing and giving permanent form to an artistic, cultural and educational program." More than 40 sponsored exhibitions, books and artistic commissions followed.

With the arrival of Marc Jacobs as Louis Vuitton's creative director in 1997, the pace of the brand's collaboration with artists intensified. "Bob Wilson, Olafur Eliasson and Ugo Rondinone decorated Christmas display windows," Arnault says, "while Marc Jacobs asked Stephen Sprouse, Takashi Murakami, Richard Prince and Yayoi Kusama to work directly on creations for Louis Vuitton."

In 2001, Claverie took Arnault to Bilbao to see Frank Gehry's design for the Guggenheim Museum. Arnault was awestruck. "How could someone imagine something so incredible?" was his reaction, recalls Claverie in an interview. Arnault and Gehry first met in December that year, though it would be another 13 years before the Louis Vuitton Foundation finally opened in October 2014.

CREATIVE PASSION

A luxury-branded art museum is nothing new, of course. The Cartier Foundation for Contemporary Art in Paris recently celebrated its 30th anniversary. The similarly oriented Prada Foundation in Milan just turned 20. François Pinault, the founder of Kering and owner of Gucci along with more than a dozen other luxury brands, opened his collection to the public at the Palazzo Grassi in Venice a decade ago. That is to say nothing of the long history of luxury brand collaborations with and sponsorship of museum exhibitions, opera productions and ballet. The highbrow sensibilities of both art and luxury brands—and their overlapping customers—offer a perfect fit.

siveness expected of a public collection. It is passionate and attempts to share the shock and wonder generated by certain works whose ability to break rules reinvents our relationship to the world." Rather than academic and encyclopedic, it means to be personal and exploratory.

Unlike a purely personal endeavor, however, the foundation strives for the professional, quasi-scientific, analytical rigor expected of an institution that serves the public. "This rigor reflects the culture of LVMH," says Claverie, "and it has allowed us to work with the world's best museums—MoMA, the Tate, the Hermitage, the Munch Museum, the Musée d'Orsay and others—from the very beginning."

In its opening seasons, alongside works commissioned specifically for the building and rotating exhibitions drawn from the Foundation's contemporary art collection, a show called "Keys to a Passion" gathered iconic artworks from leading museums around the world to showcase the link between artists of the past century and those of today. "A fundamental question posed by all the houses of the LVMH group," Arnault says, is "in the ever-changing realm of creativity, isn't looking at the past the most convincing way to welcome the most innovative new ideas?"

SHIFTING VALUES

With this, the Louis Vuitton Foundation seems to be suggesting a future vision of luxury just as luxury is entering a state of flux. The consolidation and growth of the luxury business has come at a cost to the image of luxury, a sector long associated with intimate scale and exclusivity. What was once hailed as the professionalization of the luxury business has come to be called an industrialization, a democratization, even "a vulgarization" as the

FROM LEFT: Architect Frank Gehry, French President François Hollande and LVMH CEO and Chairman Bernard Arnault stand in front of the Louis Vuitton Foundation during its inauguration in October 2014. The modern, billowy Foundation with Paris in the background; Arnault with three of his children: Antoine, Delphine and Alexander; A view from the Foundation at Paris' Bois de Boulogne; Arnault and his wife, Helene, at the Élysée Palace for a state dinner honoring Queen Elizabeth II in June 2014.



But the Louis Vuitton Foundation is less about art for art's sake than about presenting its own perspective, one that connects the past to the future. "As a private institution, the foundation has the freedom to make original, deliberate choices," Claverie says. "For example, Bernard Arnault could commission Frank Gehry to design the building without holding a public call for tender. This allows the foundation to commit to a point of view and forge an identity."

According to its director, Suzanne Page, the foundation seeks "neither the objectivity nor the comprehen-

siveness expected of a public collection. It is passionate and attempts to share the shock and wonder generated by certain works whose ability to break rules reinvents our relationship to the world." Rather than academic and encyclopedic, it means to be personal and exploratory.

Recently, this has led to a backlash of sorts, with many luxury customers eschewing the more available, visible and popular brands for harder-to-find, confidential, niche makers. Sales at some of the most familiar powerhouses have been lackluster even while the luxury sector as a whole expands.

| CONTINUED ON PAGE 142



Serving
Chianti Classico
at Castello
La Leccia.
OPPOSITE PAGE:
The view from
the gardens at
Castello
La Leccia.

TRUTH AND REALITY IN TUSCANY

DARA MOSKOWITZ GRIMDAHL
CHRIST ANKERBERG



W

ho doesn't like castles? Who doesn't like bright, glowing roses climbing up golden limestone walls toward picturesque red tile roofs as the Tuscan sun casts its white wine-toned light among the arbors, veiling everything in a gauze of undeniable, staggering beauty? Everyone likes this. Everyone likes this! ¶ That's Tuscany for you, a fantasyland for people who have liked beautiful stuff since at least the days of Leonardo da Vinci (that's Tuscany in the background of

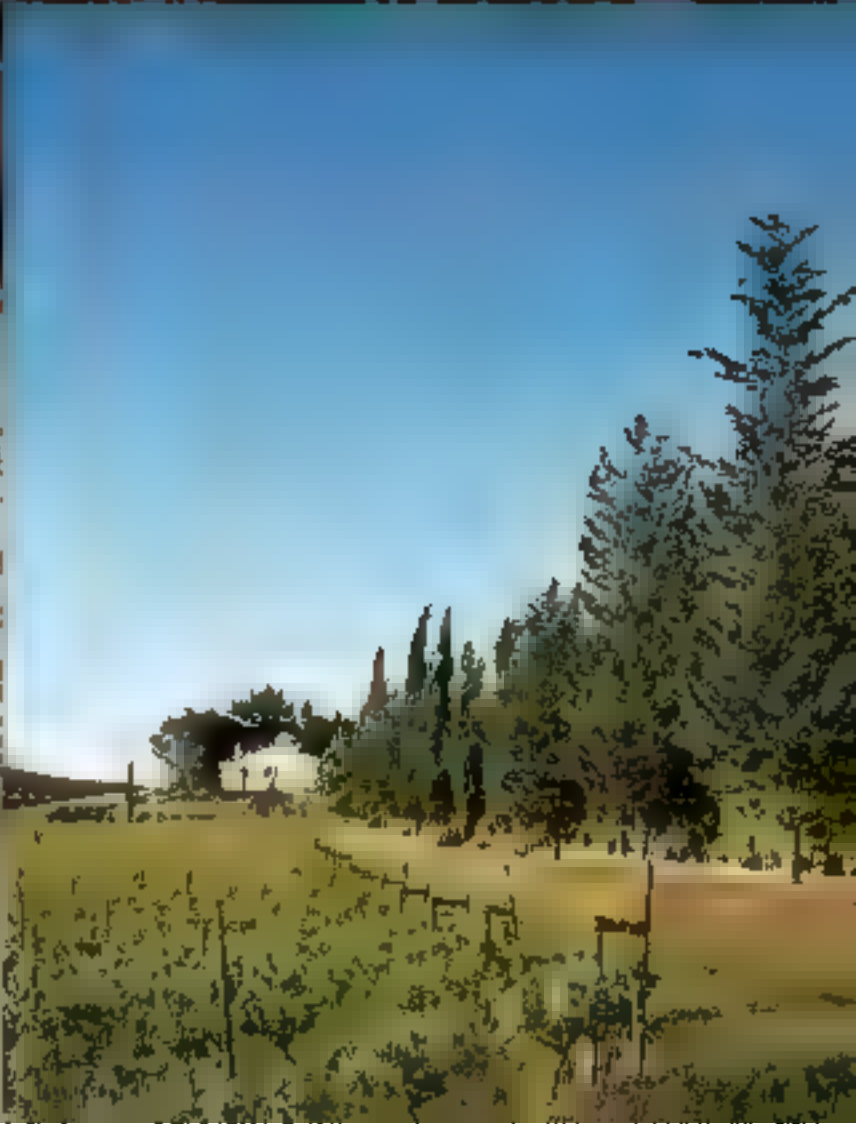
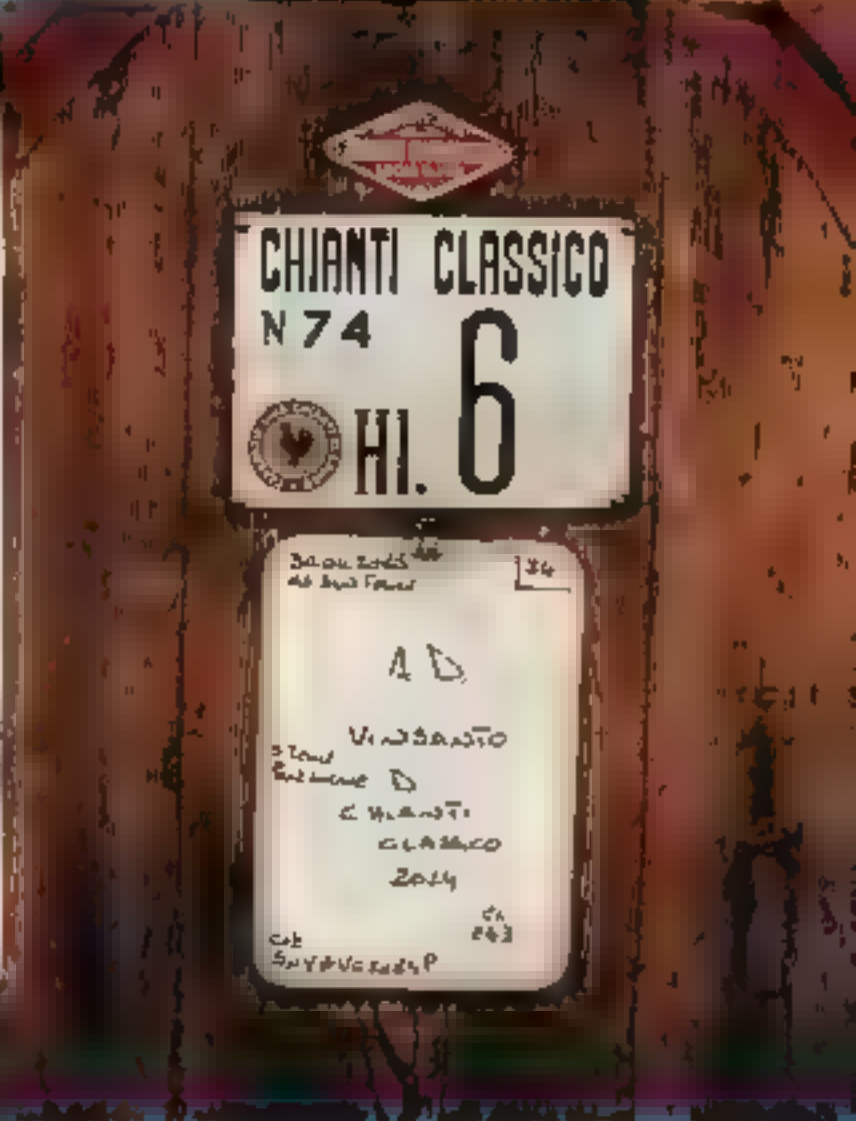
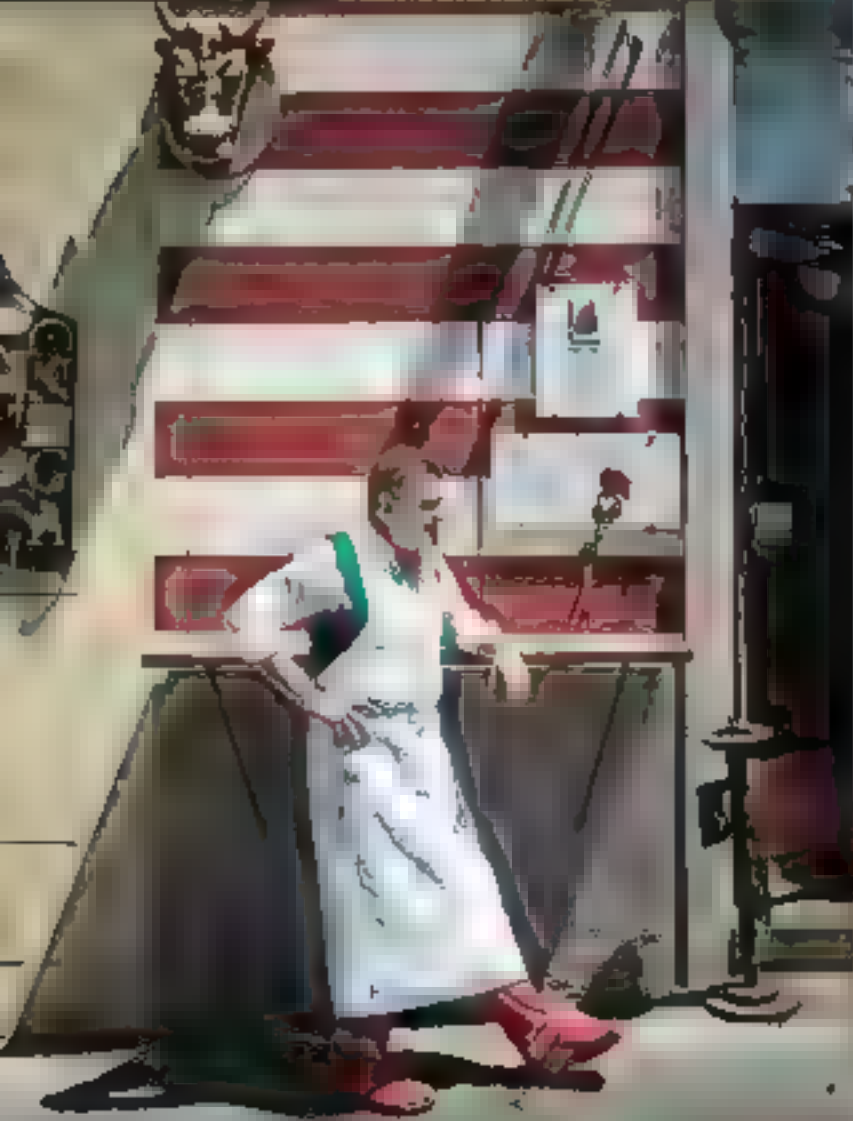
the *Mona Lisa*, lovingly detailed by the Tuscan native). The great American novelist Henry James had the most typical modern response: He showed up, called it "the most beautiful country in the world" and left thoroughly besotted, subsequently setting some of his greatest books there, including *Daisy Miller* and *The Wings of the Dove*. The iconic films set in Tuscany are almost too many to count: *Under the Tuscan Sun*, *The English Patient*, *Life Is Beautiful*, *Stealing Beauty*, *Portrait of a Lady* (James again!), *A Room with a View*—and a new generation of creatives is today finding itself obsessed with Tuscany as well. One of the *Twilight* movies was set there (*New Moon*) and so is the video game *Assassin's Creed II*. I've never played *Assassin's Creed II*, but I've seen screen shots, and the most astonishing thing is that the soaring cypress trees, the golden light, the golden limestone and red terra cotta roofs would be as recognizable to a Renaissance painter as they would be to any modern tourist. And that's mainly the problem with Tuscany: It's been so well loved that it's tough to have an unmediated experience of the place. If you're not careful, you'll stand on a hillside staring at Tuscany and murmuring to yourself: *Wow. Just, wow. It looks just like Tuscany.* I mean, that's actually a really impossible way to approach anything—if the real Tuscany pulls the same reaction out of you as the Italian section of Disney World's Epcot Center. So how can you have an authentic experience? I have an idea: Try drinking your way in.

The real Tuscany is chock-a-block with wine and has been for hundreds of years. That's because it's very mountainous and just full to bursting with rocks, and if you've ever tried to garden so much as a vegetable patch, you know that steep slopes full of rocks are hard to grow stuff on—except for grape vines. It's always been that way. When the Greeks got to Italy thousands of years ago, they deemed the place Oenotria, land of vines. It's a great place to grow wines. Plenty of parcels of land have been "under vine," as they say, for 500 years. This is especially true in Chianti, a part of Tuscany just south of Florence that's been famous for so many centuries that most Americans think it's an object (a bottle of Chianti) and not a place (where the Italian boot seems to have a knee, that's Chianti).

So here's the scoop: Chianti is a region where the best wines of Tuscany have been grown for many centuries. As these centuries preceded copyright law, and Italy only became unified into the nation we know today in 1871, there were a great number of

OPPOSITE.
The Borgo San Felice hotel, once an entire eighth-century village, is now a luxury retreat.





THIS PAGE: Le Miccine
owner Paula Papini
Cook tasting a glass of
Chianti Classico.
OPPOSITE PAGE, TOP
row: The vistas, pool
and fountain of Castello
La Leccia. Middle row:
Castello La Leccia
chapel; the fountain
of Castello La Leccia;
the vineyard of
Castello La Leccia.
Bottom row: The vineyard of
Castello La Leccia.

years when farmers anywhere could call their wine Chianti and get a better price for it, that's why so much jug wine in the 1970s was called Chianti. It's like a whole lot of watches on a street corner being called Cartier. They never were, no matter what the people selling them said. The real Chianti, the stuff that made this part of the world wealthy enough to support the famous architecture and the likes of Leonardo da Vinci (who took a vineyard as payment for *The Last Supper* and who invented a wine press, among all of his many other famous inventions), the real Chianti is now called, by law, Chianti Classico, and

you can tell it by looking for bottles that bear that name along with the trademarked Black Rooster label.

There are plenty of places to find these wines. If you're in Florence, you can dip into the Enoteca at the Mercato Centrale, where hundreds of Chianti Classico wines can be bought to go with the foods from the different market stands selling the traditional foods of Florence. (A word of advice: Pillage the *salumi* area and look especially for the *finocchiona*, the distinctive and native fennel-seed-rich salami that is the pride of the area.) But if you actually get into the countryside of Chianti and can visit

OPPOSITE:
A family
strolls by
Castello
di Meleto
in Galles,
Italy,
near Le
Miccine.

some of the castles and taste wine made there with the people who make it, that's all kinds of wonderful, and it has the added benefit of breaking that nearly impermeable wall of: "Wow, it looks just like Tuscany!"

First stop: Castello La Leccia, one of the places where you can get that deep access to the real Tuscany. It's a real castle on a strategic promontory—the sort of place where you could wing arrows toward invaders—and there has been a castle on the site for almost a thousand years. Having a cappuccino among the olive and pomegranate trees on the terraced grounds and surveying the miles of picturesque, down-sloping hills is an astonishing experience: It looks like a Renaissance painting, the mountains shading away in layers of dove gray and moss green, cypress trees like tall teardrops made of dark smoke in orderly lines.

Yet the more time you spend with the landscape, the more it settles into being a real thing. One morning I walked the extensive hiking trails on the ground as the sun rose (an unforeseen benefit of jet lag) and upon seeing the conifers rising from brows of golden rock, I gained a much greater understanding of the true nature of much of the land in Chianti: It's actually stone. That's where the buildings and the pretty stone walls come from, too. The wines of La Leccia are absolutely typical Chianti. Energetic, with bright cranberry fruit and a strong mineral spine. Tasting them in the tasting room, once ancient stone stables, with the lively owner and winemaker Francesco Daddi is a chance to capture the essence of something unchanged. It's been just right for a thousand years.

Another Chianti estate transformed into lodgings for guests is Borgo San Felice, though it's more fitting for royalty as it is dazzlingly opulent. San Felice was once an entire village, with housing for farm workers, housing for nobility, a church and everything else that goes on in a village. It was founded in the eighth century and then abandoned in the

IF YOU GO:

For general information about Chianti Classico wine, and to get a map of "The Black Rooster Roads" that thread through the historical Chianti Classico wine-production zone south of Florence, go to chianticlassico.com.

Castello La Leccia is a charming castle with extensive grounds and all the modern conveniences (including an elevator). Book a private winetasting with the owner and winemaker Francesco Daddi, castellolalectia.com

Borgo San Felice is an entire medieval-era hilltop village that was abandoned and then turned into a posh Relais & Châteaux hotel group property complete with a Michelin-starred chef, a full-service spa and a swimming pool. San Felice is also a 140-hectare winery producing muscular, gorgeous, iconic wines. Be sure to drink some of those wines while eating a typically Tuscan lunch of grilled meats and the house-made olive oil on the patio at the "rustic" (for them) restaurant Terrazza di San Felice.

Book a cellar tasting with the winemaker or another wine experience at info@agricolasantofelice.it

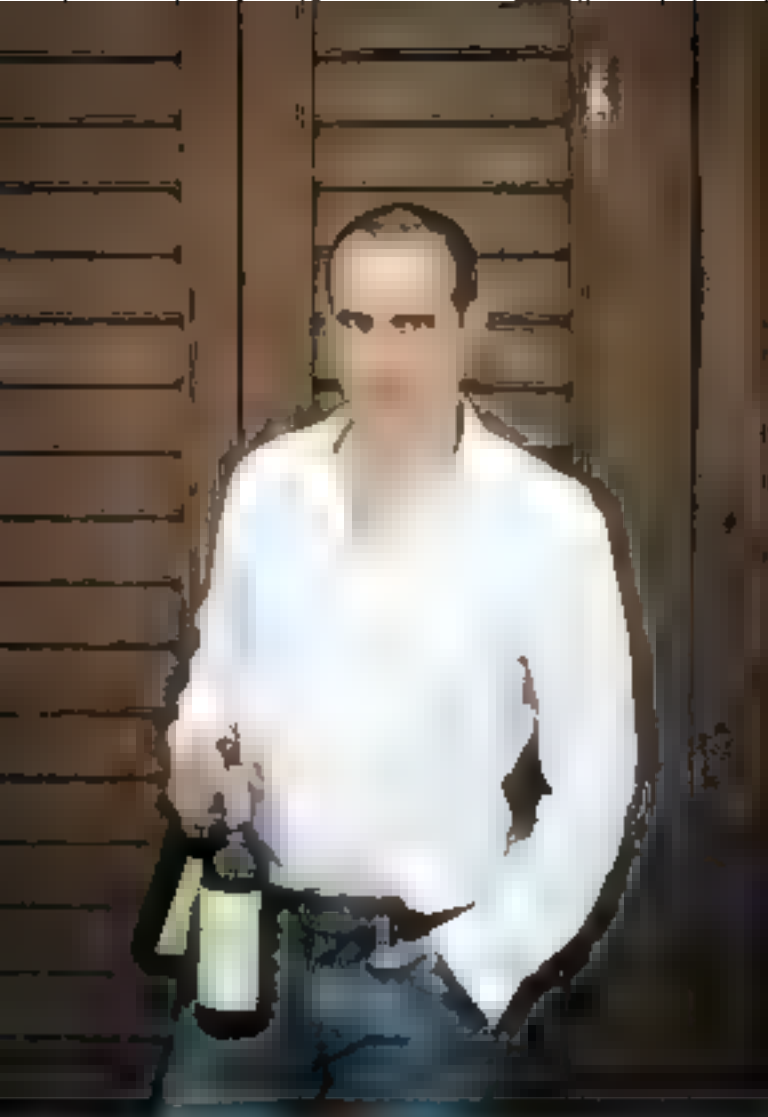
The glitziest and most spectacular winery in Italy (and the world?), **Antinori** has drop-in tastings in the style of Napa Valley, a restaurant, a gift shop, oodles of parking, the works. More intensive private wine tastings can be booked by going to antinarichianticlassico.com.

Le Miccine is an adorable, old-school, low-tech vineyard owned by Paula Papini Cook, who grew up in Canada. Cook will lead you through a tasting of her lively and sensuous wines and also rents an authentic villa on the property if you want to give living in an organic vineyard a try. lemiccine.com

Perhaps Chianti's most elite vineyard, **Fontodi** lands in the "golden shell" that creates some of Italy's most profound wine. To stay in this area, book a suite at the luxurious villas at Tenute di Pecille, which can also arrange a cellar visit for you to Fontodi. fontodi.com, tenutedipeccille.com

No visit to Tuscany would be complete without a taste of the local beef or without a visit to a restaurant of Dario Cecchini, a great butcher and showman who runs his restaurants as the greatest party possible—with too much beef, too much wine and too much fun for everyone. Make a reservation at his **Officina della Bistecca** through dariocecchini.com.





LEFT: Castello La Leccia owner Francesco Daddi. **RIGHT:** Cypress trees at Le Miccine.

20th; in 1991 the Relais & Châteaux hotel group transformed the entire village into luxury lodgings, complete with a Michelin-starred chef and a swimming pool and spa. It is nothing short of a pristine fantasy of Tuscany that you can step into.

And if you're wondering what they did at that village for the prior thousand years, a lot of it was winemaking; the San Felice Chianti Classico is so very classic that it's the wine on the table in *Silence of the Lambs* when Hannibal Lecter makes his famous statement about enjoying his victims with fava beans and a nice Chianti. Fun fact: They actually used to interplant fava beans with wine grapes in this part of Italy because the beans would infuse nitrogen in the soil to feed the vines. Trying the San Felice wines on the sunny terrace beside a typical Tuscan lunch of grilled meats and house-made olive oil at the rustic restaurant with the outdoor terraces is an experience of a lifetime. The wines are supple, evocative and slip like a hand in glove into the flavors of the local foods, creating a resonance within you like a bell echoing.

On the other end of the spectrum is Le Miccine, the other face of old Tuscany—a small, one woman, organic vineyard making earthy and authentic wines. That one woman is Paula Papin Cook, a native Canadian who fell in love with the region and bought a small vineyard in need of some love. She turned it around with

a lot of hand labor and a determination to make wines in a historically meaningful way. Those wines are full of life and energy, both peppery and dark and also full of bright nerve, in the best way of Chianti Classico. Cook also rents the historic villa on her property to tourists, if you want a quiet, rustic, simple experience of great beauty. Schedule a tasting with Cook at lemiccine.com.

From there, make your way to Antinori, a famous Italian Chianti Classico winemaker with wines that can be found all over the world. Visiting the brand new winery is a mind-blowing experience: The place looks like the lair of a space-villain's army, all swooping and brooding dark modernist curves and enough parking for a squadron of tour buses. Is it the glitziest winery in Italy? Could be. It's also nicely set up for drop-in tours and tastings in the style of a Napa Valley winery, but if you want to taste historic wines in a James Bond-looking cantilevered glass tasting room suspended over wine tanks the size of battleships, you'll want to make a reservation at antinorichianticlassico.com.


If Antinori is the most futuristic winery, Fontodi is arguably the best winery in Chianti, as it makes wine from an area so prized that it has been under vine since the time of the Etruscans. The land is highly valued because it forms a sort of natural bowl—or, as they all it, a golden shell, the Conca d'Oro—that both catches moisture and light. Fontodi wines are

routinely given near-perfect scores and end up in big wine magazines' "best in the world" lists, and Fontodi is not open to drop-in visitors. You can, however, score such a tasting if you book rooms at Tenute di Pecille (tenutedipecille.com), where they'll also loan you mountain bikes. You'll have to use your own manpower to bike up and down the steep mountain sides.

When it comes time to eat, you'll find amazing, simple Tuscan food just about everywhere. But Officina della Bistecca is more than a restaurant, it's a steak lover's nirvana—and a theatrical megaparty overseen by Italy's larger-than-life butcher Dario Cecchini. All the wine you can drink is included in the price of the all-you-can-eat meal (50 euros per person, as of this writing), but it's also popular to buy wine at whatever winery you've visited and drink it at the Officina (at no extra charge). That way you get to experience your Chianti Classico as it's really meant to be experienced—at the center of a happy full table.

And therein is the lesson about the value of winetasting your way across Tuscany. For one thing, it's a way to see how much of the magic of Chianti derives from the actual earth beneath your feet. The stones you see in the vineyards are the selfsame stones that make up the castles, villas, tool sheds and gravel paths—the stones that give Chianti Classico wine its unmistakable mineral spine. The sun, so lemony, so ever-present, is what gives the fruit in the wines its sweetness. The foggy air that tints every distant landscape is what chills the grapes at night, making them take longer to ripen and deepening the flavor.

Everything you see in this corner of the world, everything that has dazzled connoisseurs of beauty for hundreds of years, also can be tasted. That's a pretty spectacular way to get around the cliché of Tuscan beauty, which like all clichés prevents you from gaining any real insight into an experience. It's pretty nice that such an enlightening way around the cliché is also an awfully fun way to spend a vacation. ▀



PRESENTED BY CARGILL

Milestone Series

150 Years

of Helping the World Thrive

Simple longevity is reason enough for a business to celebrate 150 years.

But for Minnesota-based Cargill, Inc., the milestone means more. It's a celebration of the innovations and leadership that has changed the way food moves across the globe.

These six stories exemplify the ways Cargill helps the world thrive.



Acquiring a small grain warehouse marked the beginning of Cargill. By the late 1970s, all that remained of Conover was this railroad outbuilding.

The Warehouse That Started It All

In 1865, Cargill's founder begins his business with the purchase of a single grain warehouse. His hunch about grain is right—there is no way to go but up.

The American Civil War had ended and the railroad was expanding across the newly settled prairie, designed to connect the Mississippi Valley with the Pacific coast. Eager to enter the new business frontier, William Wallace (W. W.) Cargill left his family home in Janesville, Wisconsin, for Conover, Iowa.

Until the fall of 1864, Conover was nothing more than a vast cow pasture, but when word hit that the railroad would pass through the area,

a village quickly emerged on the farmland. A year later, Conover was a true boomtown, boasting over 200 buildings complete with fresh produce markets and some 32 saloons.

W. W. became the proprietor of a single grain warehouse at the end of the McGregor & Western Railroad, where he collected and stored grain for trade. Two years later, his brothers joined him, constructing a second warehouse and lumberyard in nearby Lime Springs, Iowa.

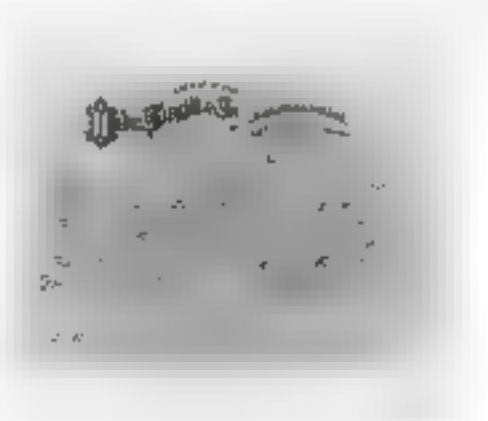
The developments marked the beginning of the Cargill family's strategic moves into new territory. In 1875, headquarters would be established in La Crosse, a Wisconsin town perched on the Mississippi River. The location introduced W. W. to more farmers, sparking new supplier relationships that would make use of both railroad and river for transport. It was the beginning of the company's work in nourishing people near and far. ■



1865 William Wallace (W. W.) Cargill becomes the proprietor of a grain warehouse in Conover, Iowa, at the end of the McGregor & Western Railroad line.



1870 Founder W. W. Cargill establishes his headquarters in Albert Lea, Minnesota, taking advantage of the Southern Minnesota Railroad's expansion.



1880 After moving his operations to La Crosse, Wisconsin, in 1875, W. W. Cargill expands to include handling commodities and investing in railroads, land, water irrigation and farms.

A New Barge Design Enhances Trade Transport

In the late 1930s Cargil entered the shipbuilding business with an innovative thought: one boat is more efficient than two.

Cargil's trade business had expanded significantly, now making frequent use of inland waterways for shipping. Focused on further expanding this strategy, the company's president, John MacMillan, Jr., saw an alternative to the standard towboat-and-barge model. The current structure, which latched the small towboat and massive barge together, was not only slow, but cumbersome as it navigated the twists and turns of rivers and canals. He also observed that its cargo configuration was inefficient and space could be better used to carry more grain.

John Jr., remembered for his inventive spirit and love of ships, proposed an entirely new design: connecting the vessels with steel cables to create a single, integrated unit. The barge would be enlarged, measuring close to the width of the locks it passed through, and it would be cast in single-skin steel instead of wood. The towboat would give the barge agility and speed, while the barge would provide space for additional cargo.

There was only one problem: every contractor Cargil approached was too hesitant to take on the unconventional idea. Cargil ultimately decided to

spearhead the project, marking the start of their work in designing and building their own vessels.

The new "Carneida type" barge allowed Cargil to more gracefully pilot waterways, efficiently moving larger volumes of crops out of inland farms, starting at the southern reaches of the Erie Canal, up into the Great Lakes and beyond to the Atlantic. Eventually, it would have far-reaching effects, transforming the industry's transport methods and inspiring other innovations that allowed agricultural commodities to more effectively reach global markets. ■



Combining the agile towboat with the big barge, the "Carneida type" vessel could forge across the Great Lakes, but also navigate the twists and turns of canals and rivers.



1885 W. W. Cargil and his two brothers own or control over 100 grain storage structures across Minnesota and the Dakotas, amounting to a total grain capacity of over 1.6 million bushels.



1895 Edna Clara, W. W. Cargil's daughter, marries childhood neighbor John MacMillan in La Crosse, WI, formally joining the two families. Their first son, John MacMillan, Jr. is born in December.



1912 Following W. W. Cargil's passing, John MacMillan, Sr., assumes leadership of the company. Now located in Minneapolis, Minnesota, the company's operations are consolidated under a new name, Cargil Elevator Company.



1923 Cargil acquires Taylor & Bournique Company, a grain merchandising firm with offices along the East Coast and a private wire communication system.



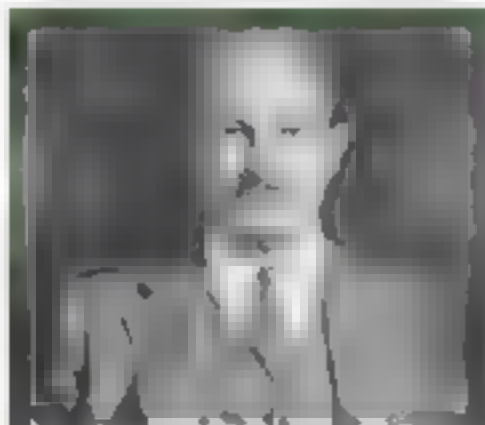
Temple's Vision: More Humane Meat Production

When Dr. Temple Grandin creates her award winning blueprint for the modern beef plant, Cargill is first to put it into practice

In 1991, Dr. Temple Grandin approached Cargill's meat solutions business with a proposal. The author and professor of animal science, who is widely considered the world's leading expert on humane animal handling, had an idea for an improved cattle-handling system. It was a project inspired, in part, by her lifelong connection with animals.

At four years old, Grandin was diagnosed with a form of autism.

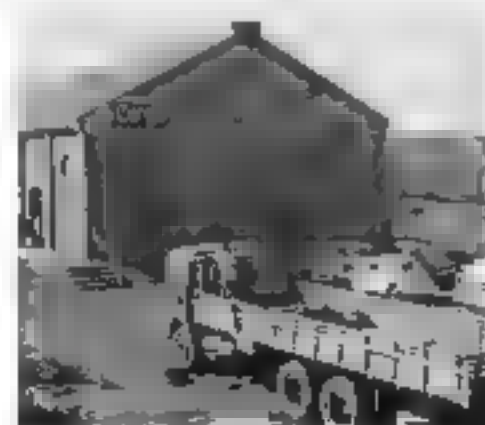
1930 Cargill incorporates and assumes its present name. The corporation sets its sights on global expansion, establishing small offices in Canada, Holland, and Argentina.



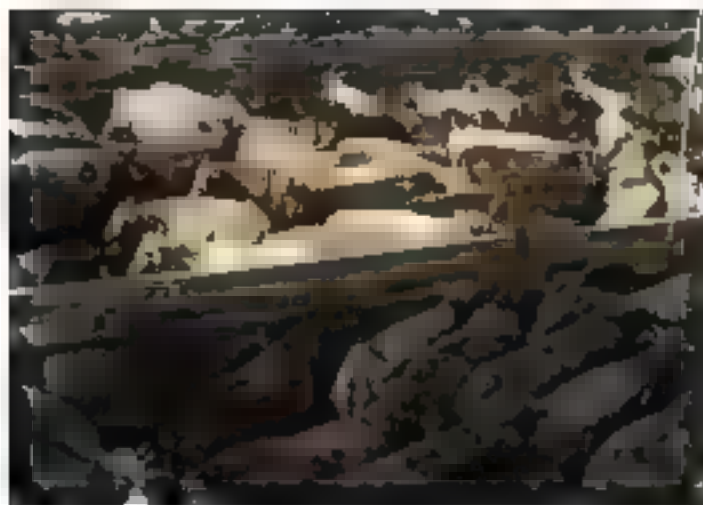
1932 Economic conditions prompt Cargill to implement a company-wide pay cut of 20%. Due to his father's ailing health, John MacMillan, Jr. becomes general manager of Cargill operations.



1945 After World War II, the company diversifies, growing its feed business with the acquisition of Nutrena Mills. Cargill also purchases a soybean meal and oilseed processing plant.



1947 With the war behind them, Cargill executives choose to reopen their South American offices. In Argentina, the company launches its hybrid seed business.



TOP In 1991, Dr. Temple Grandin approached Cargill with a proposal to improve methods for receiving, housing, transferring and processing cattle at its beef processing facilities

MIDDLE Grandin performed an extensive audit and began drafting a new beef processing system that would revolutionize animal husbandry

BOTTOM After implementing Grandin's system at its Colorado facility, Cargill eventually brought it to more processing plants across the globe—helping set a new ethical standard across the industry



how they are staged, moved and harvested

Grandin's blueprint included holding pens in a herringbone pattern and a central walkway. The pens provided water and space for cattle to relax after arriving by truck. In addition, the walkways into the plants were widened and updated with high, solid walls in a curving, serpentine shape, meant to keep the livestock moving forward and free from distraction. Knowing that cattle naturally move from dark areas to light, she installed fixtures to help coax them to move from one area to the next.

It all resulted in a more tranquil and efficient process—one that is better for the animals, and therefore, safer for plant workers. Cargill was the first to implement Grandin's approach and saw immediate improvements in both process and product quality.

After piloting the program, Cargill rolled out the design revisions across all of its beef and pork facilities in North America, setting a new standard in humane livestock treatment. The achievement was monumental—both for Cargill as a responsible corporation and for Grandin as an industry visionary. "We at Cargill have worked with

Temple for a long time, and I believe our businesses, our customers, our suppliers and our employees have been the beneficiaries of that working relationship," says Dr. Mike Siemens, who heads Cargill's animal welfare and husbandry efforts from Wichita, Kansas. "Our world is a better place because of Temple's work, and we're honored and privileged to be able to say that we collaborate with her to ensure the industry continuously improves and can measure its progress over time."

"Our world is a better place because of Temple's work."

— Dr. Mike Siemens, Leader of Animal Welfare & Husbandry, Cargill

That progress has now expanded beyond the borders of North America, involving a broader range of livestock in production facilities across the globe.

Today, Grandin continues to serve as a professor of animal science at Colorado State University and travels the world as a speaker on autism and humane animal handling. In 2010, *TIME Magazine* featured her on its list of the 100 most influential people in the world. Grandin's achievements also inspired an HBO biographical film, *Temple Grandin*, which received honors at both the Emmy Awards and the Golden Globes. Actress Claire Danes played Grandin. ■

that allows her to perceive the world through pictures and symbols, much like animals. Grandin's early exposure to an aunt's cattle ranch, as well as her education, helped launch her creation of the live animal areas of meat processing plants, with an emphasis on livestock handling across the US beef business. Her findings prompted a series of critical enhancements ranging from how cattle are first received on-site to



1953 To conduct business in Europe, Cargill establishes a separate company known as TRADAX. To explore similar expansion into Asian markets, the company acquires Kerr Griford, a US grain dealer based on the Pacific Coast.



1955 Cargill scientist Julius Hendel introduces scientific methods into the company's businesses, leading to the development of a centralized Research Department.



1960 Following the death of John MacMillan, Jr., the next generation commits to appointing the best leadership. Erwin Kelm becomes the first president appointed outside the Cargill and MacMillan families.

Cargill's Great Unit Train Innovation

Given the chance to cut rail costs by 50% and help farmers get grain to market, Cargill attempted something never done before: obtaining enough grain to fill 115 rail cars.



Illinois Central Railroad President William B. Johnson (left) and Cargill President Erwin Kelm (right) stand next to the unit train just before its maiden voyage.

In 1966, Illinois Central Railroad (ICR) sought a partner for an innovative idea. Instead of renting individual rail cars for grain transport, ICR wanted to rent out the whole train. Realizing that using “unit trains” would dramatically lower transport costs and open up farming and trading across the U.S., Cargill agreed to get on board. However, this meant that Cargill would need to gather an unheard-of amount of grain—enough to fill more than 100 cars—within a very short timeframe.

Never had an endeavor like this been attempted with grain. Logistics and tariffs had always made rail shipping cost prohibitive. Also, crops were only available in concentrated amounts and only for a few weeks at harvest time.

Cargill knew unit trains could dramatically decrease transport costs

But the company also realized the new transportation route would require a new type of inland export terminal.

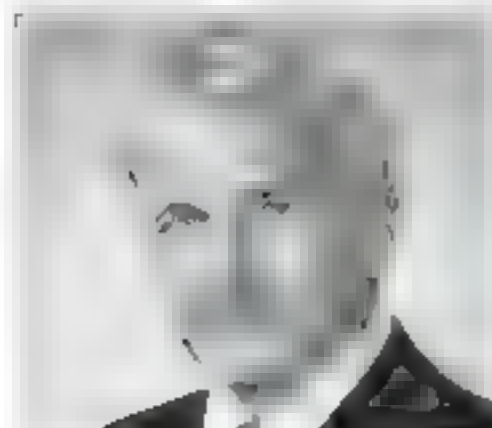
To gather a grain shipment to fill more than 100 rail cars, Cargill developed new facilities and techniques. To increase capacity, the company built a string of new processing plants and storage facilities across the American Midwest. Cargill developed aeration equipment and dryers to store grain and keep it in prime condition well beyond harvest. Beyond this, Cargill invested in a new, \$3.6 million-bushel export terminal out of Gibson City, Illinois.

In the winter of 1967, the presidents of Cargill and ICR watched the first grain unit train pull away from the Gibson City station with 115 cars carrying 400,000 bushels of Illinois corn. The unit train was

headed for Cargill’s export terminal in Baton Rouge, Louisiana.

The journey had serious complications. Under the weight of the fully-loaded train, a railway bridge failed, derailing 14 of the train’s cars. While the derailment was a setback, Cargill ultimately considered the venture a success. The company committed to a minimum of 56 round trips the following year, and delivered more than 22 million bushels of corn.

The unit trains revolutionized the grain industry, and Cargill played an integral role. Over time, new facilities and aeration equipment further extended train capacity and availability to meet year-round demand. Renting unit trains became the standard for transporting mass volumes and would drive major agricultural growth in the years to come. ■



1977 Whitney MacMillan becomes CEO of Cargill, overseeing global growth, increased public interaction, the company’s initial steps into the developing world, and the creation of its statement of conduct.



1988 Cargill’s portfolio of products and services expands significantly to include cocoa, coffee, cotton, eggs, fertilizer, financial services and more.



1999 Cargill establishes an official Strategic Intent and revises its company architecture, reorganizing its traditional divisions into 102 business units focused on its customers, innovation and performance.

The World's First Offshore Port

To bring low-cost fertilizer to farmers across India, Cargill bypasses expensive ports with a floating platform that unloads large vessels offshore

In India's largest district, Kutch, periods of both intense rain and long droughts make for an unstable agricultural market. To support Kutch's smallholder farmers through arid seasons, Cargill began importing large volumes of fertilizer from Tampa, Florida, to the region in the late 1990s.

By 1998, the company had identified a port in Rozy, Jamnagar, as the ideal offloading location for its growing fertilizer business. But the port was not deep enough to hold Panamax

ships, large ocean vessels specifically designed to fit the exceptionally wide and deep Panama Canal.

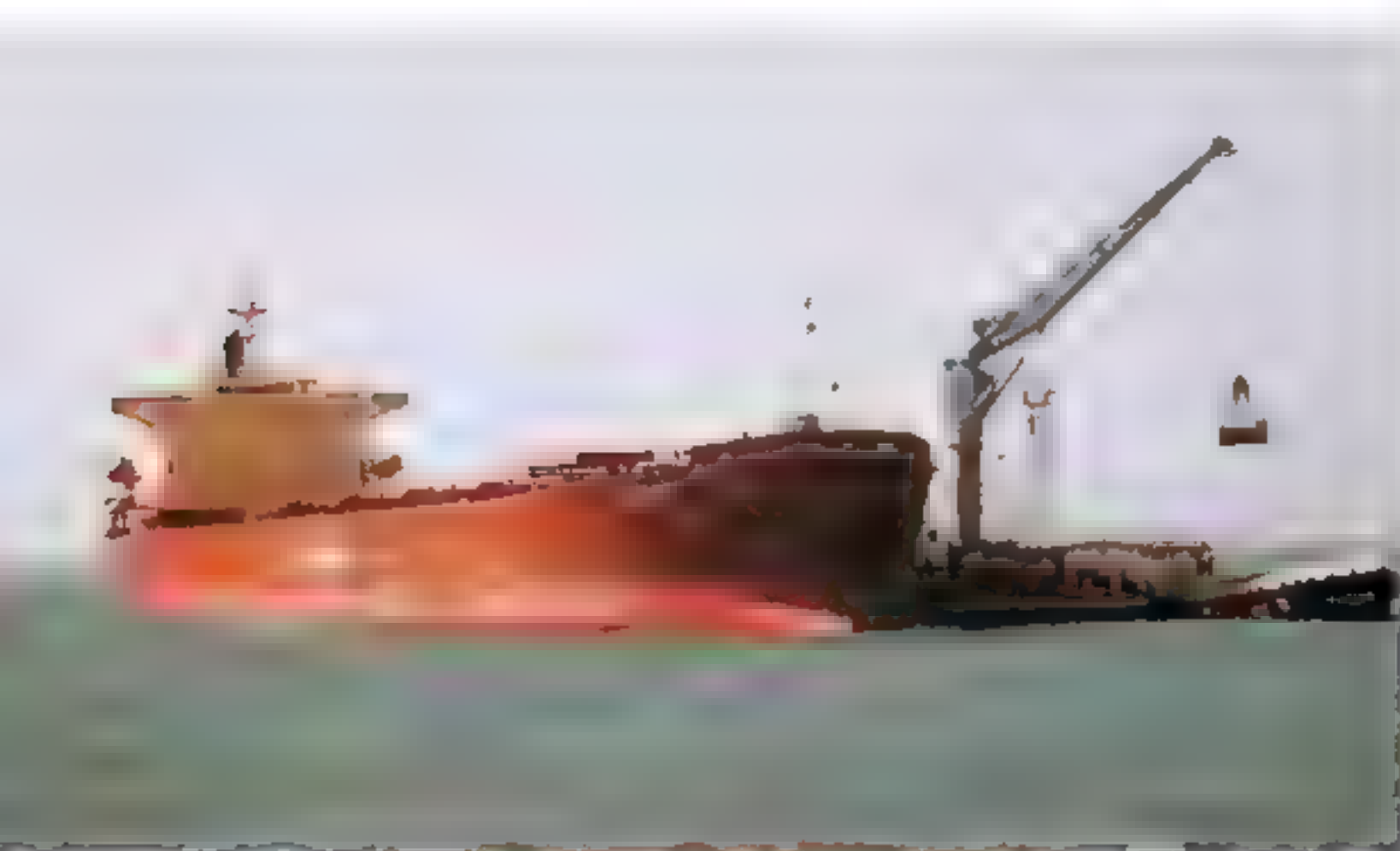
While other deep-water ports did exist in India, extensive backlogs and outdated infrastructure made it both difficult and expensive to import large volumes.

With its sights set on Rozy, Cargill opted to create a custom solution for the challenge. The company developed an inventive port structure, designed to float just offshore in

deeper waters that could accommodate big ships. Named the Rozy Pioneer, Cargill's massive platform debuted in India that same year, 1998, featuring integrated cranes that unload more than 55,000 metric tons of dry bulk commodities while simultaneously loading other cargo for exporting. Floating five miles off the coast, goods are quickly unloaded from ships onto smaller barges, then ferried to shore for ground distribution.

The Rozy Pioneer introduced an effective way to bring high-quality fertilizer to farmers across India. Able to float virtually anywhere, it can discharge and load a total of 800,000 metric tons of dry bulk commodities each year. Compared with dredging, the technique for creating traditional shore ports in which waters are deepened with a machine, the floating port proved to be a lower-cost alternative. It is also extremely efficient, requiring 70% less energy than offloading equipment that is used onshore.

Following its success, the barge inspired new versions in ports across the globe. In 2008, Cargill installed a second floating port in Choggia, just south of Venice, Italy, to bring commodities to farmers in the country's rural regions. ■



Shallow waters prevent large ships from reaching the pier, so Cargill builds a floating offshore structure, named the Rozy Pioneer, where ships can unload.



2003 For the first time in history Cargill's earnings surpass US \$1 billion.



2008 Cargill introduces Truvia™ (pronounced Tru-VEE-a) natural sweetener, a great-tasting, zero-calorie sweetener made from rebiara, the best-tasting part of the stevia leaf.



2011 Cargill significantly grows its global animal nutrition business by acquiring Netherlands-based Provimi, adding premixes and additives to its portfolio of products.



2015 Cargill celebrates 150 years of helping people and organizations thrive.

Sourcing Palm Oil Responsibly In Indonesia

At the Harapan Sawit Lestari Plantation, Cargill makes sustainability a priority, conserving the environment while helping farmers meet global demand.

Palm oil is a vital ingredient in thousands of items, from pizza dough and chocolate to shampoo and lipstick. Millions of people around the world depend on it, and its demand is expected to grow. But while there appear to be endless uses for this versatile oil, irresponsible production of palm oil can have a devastating impact on the tropical environments where the fruit grows, primarily across regions of Indonesia and Malaysia.

Growing interest in environmental conservation has led to increased concern about palm oil production. But since the beginning, Cargill's work with palm oil has been rooted in the utmost concern for the environment. In 2004, the Roundtable on Sustainable Palm Oil (RSPO) was founded to define global sustainability standards for the industry. This meant that Cargill, which has an established history of strict sustainability policies, was already ahead.

For one, Cargill avoids developing areas of high conservation value. These include peat lands and areas that are important to local communities. The company also started a no-burn policy on land clearing to protect biodiversity.

In 2005, Cargill acquired Harapan Sawit Lestari, a plantation in the West Kalimantan province of Indonesia. From the start, the company's vision for sustainable, responsible work inspired the plantation's operations. Cargill spent considerable time and effort on education, training and infrastructure, ensuring that its plantation operations adopted new sustainable techniques as it catered to growing global demand.

A key aspect of sustainability is yield intensification, where efforts are made to maximize the amount of oil gained from each hectare of land, while extending

the health and productivity of each palm tree. By improving soil conditions, harvesting at precise times, using natural means of pest management (including rodent-hunting owls) and optimizing the application of nutrients, production has steadily increased using the same amount of land.

In addition, Cargill has instituted a zero-waste process to conserve resources. Empty fruit bunches are used for fertilizer while shells and fiber serve as fuel to produce electricity for the plantation and its housing communities. Even the water used during the palm processing is treated and reused to irrigate and fertilize trees.

The new practices are better for the land and for the community: workplace safety has become an everyday priority, and over time, an integral part of the plantation's culture. With increased family

incomes and enriched quality of life, the local communities of West Kalimantan are able to prosper and thrive.

In February of 2014, Cargill's efforts were given global recognition: its Harapan Sawit Lestari Plantation was awarded RSPO certification, a prestigious ranking that has given customers a higher level of confidence and trust in the palm oil that Cargill supplies.

Looking to the future, the company's goals are even bigger, focused on preventing deforestation, avoiding the loss of peat soils (which store large amounts of carbon) and protecting the local communities involved in palm production against exploitation. With these efforts in motion, Cargill moves closer to a major first for a global trading company: a 100% sustainable supply chain for palm oil. ■



Beyond sustainable farming practices, Cargill brings a culture of workplace safety to its palm plantations, holding instructional seminars and on-site training.



150 years of thriving

For more stories about how Cargill is helping the world thrive, please visit cargill.com/150




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YOUR BUCKET LIST ALWAYS
HAS ROOM FOR REVISIONS.

f /bo.pardau

Kilauea

#LetHawaiiHappen

the
HAWAIIAN
ISLANDS

on/HawaiiIsland

PROFILE

HNL

Hawaiï



Stacking surfboards on Honolulu's iconic Waikiki Beach.

TRAVEL
THESE ENCHANTED ISLES

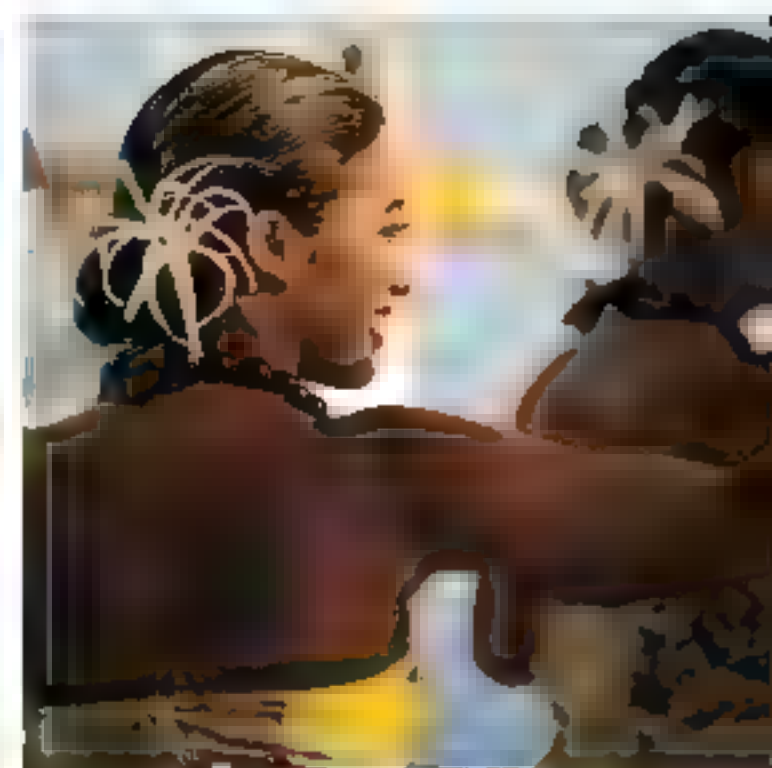
Beaches, sun and surf? Of course. But Hawaii's islands hold even more adventuresome activities, tropical cuisine and cultural treasures.

BUSINESS
THE BUSINESS SIDE OF PARADISE

For a wide variety of companies, doing business in Hawaii represents a unique opportunity to work in paradise.

Q & A
GOVERNOR DAVID IGE

The Hawaii-born governor shares the secrets to enjoying the best of the best from island to island.



These Enchanted Isles

HAWAII GIVES VISITORS THE CHANCE TO CHOOSE THEIR OWN ADVENTURE, FROM GLAM RESORTS AND PULSING URBAN ENERGY TO RUSTIC BEACHS, RETREATS AND LAID-BACK SURF SCENES **by CATHERINE TOTH FOX**

► You can't get tired of images of Hawaii: palm trees swaying against a spectacular sunset, the stunning expanse of a lush valley from a ridge trail, the calm waters and

powder-soft sand at a secluded beach.

Yes, this is Hawaii.

But the islands offer so much more than Instagram-perfect photos.

There's a native culture that's thriving, a history that's ever present and a way of life that's constantly evolving.

On each island, you'll find a unique spirit, from the ecofriendly adventurer's paradise of Kauai to the urbane hum of Honolulu on Oahu. Visit one island or visit them all—each will undoubtedly give you a new perspective on Hawaiian life.

Oahu

It's not quite 6 p.m. on a Friday and the bar at **Mud Hen Water** in Kaimuki is nearly full, with laid-back bartenders carefully crafting muddled cocktails the color of summer. The open-air seating area is buzzing with chatty girlfriends, unwinding co-workers and resident foodies eager to try the latest restaurant concept by local chef and restaurateur Ed Kenney. His locavore menu boasts fish, pork, vegetables and even noodles, all locally sourced and prepared in Kenney's masterful style: letting the ingredients shine while keeping flavors familiar yet interesting.



CLOCKWISE FROM FAR LEFT: Molokai sea cliffs and Okala and Muelo islets; Hula dancers at a luau; Sunset on Waikiki Beach in Honolulu on Oahu; Grand lobby of The Kahala Hotel and Resort on Oahu.

Mud Hen Water is part of the burgeoning food scene in this mellow residential neighborhood just 10 minutes outside of Waikiki. The atmosphere here tells the story of Oahu itself—it's constantly changing, it's both vibrant and relaxed and—much like Kenney's dishes—it's both familiar and interesting.

"Hawaii is at once out of one's comfort zone and yet comfortable," says Bruce Fisher, a self-proclaimed Hawaii vacation evangelist who runs **Hawaii Jeep Tours**, which offers small-themed tours on Oahu and the Hawaiian Vacation Connection podcast. "It's a foreign land still inside the United States and it makes you feel welcomed as a guest, part of the *ohana*. In my opinion, there's nowhere else on earth that can do that."

There's a reason why so many visitors to Hawaii spend time on Oahu. The island offers every kind of experience you could want on vacation, from the lively bar scene in Chinatown to the relaxed vibe in the town of Kailua. You can tour world-class museums and art galleries, visit historic sites such as **Iolani Palace** and the **USS Arizona Memorial**, surf the friendly waves in a traditional outrigger canoe, browse the

busy farmers markets or sample authentic fare at one of the many cultural festivals that take place on this island year-round. And that's just in Honolulu.

Beyond the lavish hotels and designer boutiques of Waikiki, you'll find hiking trails through lush native forests and stretches of uncrowded beaches—and all just minutes away from all the luxuries and conveniences of a big city.

"Oahu is the pulse of the Hawaiian Islands," says Hui Vo, public relations manager of **The Kahala Hotel and Resort**, who grew up in Kaimuki. "It's very energetic and cosmopolitan. On Oahu, you can get the best of both worlds. You can enjoy the city lifestyle and then drive 20 minutes and find beautiful, pristine beaches."

That's the allure of **The Kahala Hotel and Resort**, too. Situated in a quiet, affluent residential neighborhood just four miles outside of bustling Waikiki, this luxe hotel sits on a secluded 800-foot stretch of white sand beach. Just steps away, guests will find a world-class spa, top-notch dining and the manicured greens of the prestigious **Waialae Country Club** golf course. At **The Kahala Hotel and Resort**, you're greeted with a fresh flower lei—not many hotels do that anymore—and receive the impeccable service you'd expect from an award-winning resort that has hosted celebrities, politicians and even royalty.

"We offer that neighbor island experience, but on Oahu," Vo says.

Oahu's diverse offerings can be categorized by location. Waikiki boasts a vibrant nightlife, upscale shopping and high-end restaurants, but the outlying neighborhoods have their own charms, too. Urban Honolulu is home to the island's most important historical and cultural landmarks, including **Iolani Palace**, **Bishop Museum**, **Honolulu Museum of Art** and the **State Capitol**. Nearby Kaimuki is quickly becoming a food destination with notable brunch spots and sweet shops opening here in recent years.

Hawaii Kai, on the island's southeastern coast, is a natural playground, with ridge trails along the **Koolau Mountains** and a huge recreational bay where you can surf, kayak, dive, fish and snorkel.

The lush **Manoa Valley**, home to the **University of Hawaii's** main campus, boasts the **Lyon Arboretum**, a 193-acre botanical garden and a popular hiking trail to **Manoa Falls**, a 150-foot waterfall.

Over the majestic Koolau Mountains sprawl the emerald valleys and turquoise waters of

My Hawaii

DAVID IGE

GOVERNOR OF HAWAII

LOCAL ROOTS: I was born in Honolulu and grew up in Pearl City, where I attended public schools. My wife Dawn, and I raised our three children there too.

FAVORITE EATS: I love Korean food and recommend trying the local-style kalbi [barbecued beef short ribs].

MUST-SEE: The **JSS Arizona Memorial** on Oahu is a very historic place every guest should visit. It is truly an emotional reminder of those who sacrificed their all.

ONLY HERE: A visit to the **Hawaiian Volcanoes National Park** will be an experience you will never forget. It is the home of **Kilauea volcano**, one of the most active volcanoes on earth.

TRAVEL ADVICE: Bring your curiosity! I invite you to explore our islands, all offering distinct experiences, and discover what makes Hawaii so special—our natural beauty, beautiful beaches, unique Hawaiian culture and the aloha spirit of our people.

MUST-DO: You must experience receiving and giving lei with the spirit of aloha—that's the essence of Hawaii.



My Hawaii

ROY YAMAGUCHI

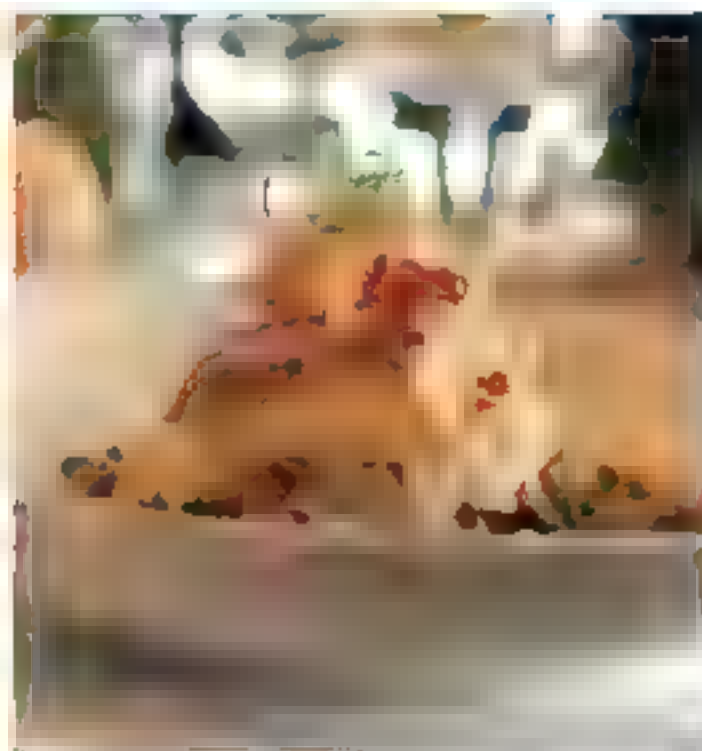
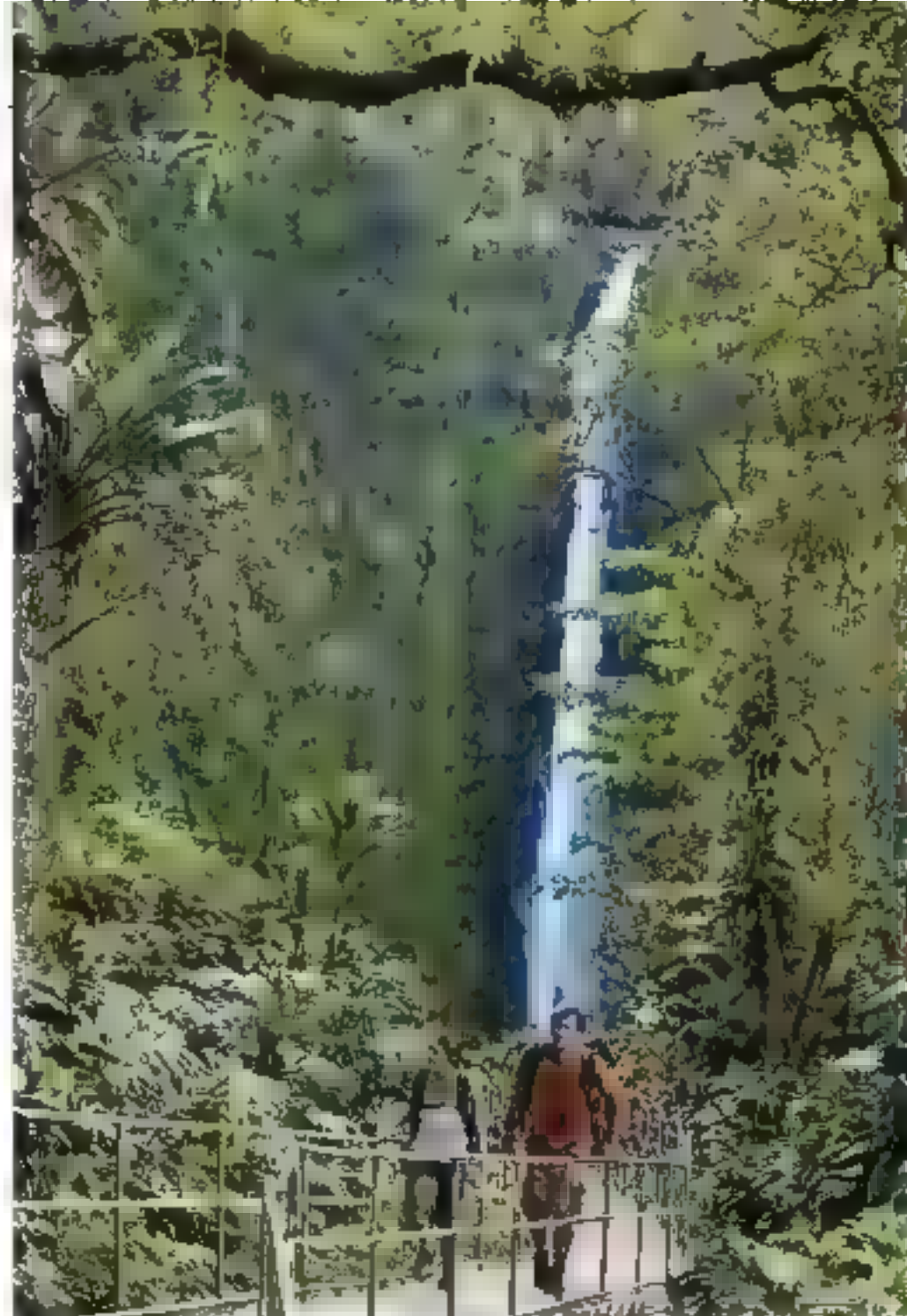
CHEF AND
RESTAURATEUR

LOCAL ROOTS: My grandfather emigrated from Japan to Hawaii during the early 1900s. My dad was a civilian in the military and moved to Japan where he met my mother and where my brother and I were born. I often visited my grandparents in Maui and after graduating from Culinary Institute of America and working in Los Angeles, I moved closer to my roots in Hawaii.

FAVORITE EATS: Local seafood—ahi, mahimahi, opakapaka and Kona lobster are some of my favorites.

ONLY HERE: One of the greatest things you can experience here is the beauty of Hawaiian music and hula. You can often see talented musicians and dancers on the beach in Waikiki.

TRAVEL ADVICE: Come to Hawaii with an open mind and try the different ethnic foods here. There are so many great places where you can experience the diversity of our island culture through food.



CLOCKWISE FROM LEFT: Akaka Falls on Hawaii island; Kayaking in Kauai; Seafood entrée at Turtle Bay Resort.

Oahu's windward side, just a short drive from Waikiki. **Kailua** is a bustling beach town with hip restaurants, trendy boutiques and a great Thursday night farmers market. Don't overlook **Waimanalo Beach**, one of Oahu's best kept secrets. Named the best beach of 2015 by Dr. Beach, this four-plus-mile-long sandy shoreline—the longest on the island—boasts calm conditions great for swimming and sunbathing.

Beyond Kailua lies the eastern coastline, twisting along Kamehameha Highway toward the island's fabled **North Shore** and its seven miles of the world's best surf. One of the best spots from which to stage an adventure in the area is the luxurious **Turtle Bay Resort**. It sits on 850 acres of rugged coastline and offers guests miles of horseback-riding and biking trails, two championship golf courses, a renovated spa with an outdoor treatment cabana that overlooks the surf and five miles of golden beaches. Accommodation options include personal beach cottages.

From here, drive along Kamehameha Highway toward the funky surf town of **Haleiwa**, past **Laniakea Beach**, where you can almost always see Hawaiian green sea turtles, and **Sunset Beach**, which boasts one of the most powerful waves on the planet—best left to the pros. Sunset Beach and other North Shore beaches are the scene of some of the surfing world's most prestigious competitions during the winter.

Often overlooked is Oahu's leeward coastline, a mix of rugged terrain and pristine waters. The lack of visitors here makes for empty beaches and hiking trails and a real understanding of local culture.

Aulani, a Disney Resort & Spa takes full advantage of its remote location on 21 oceanfront acres with programs that offer guests an opportunity to learn about the Hawaiian culture through music, dance and art. (The nearby **Ihilani Resort and Spa at Ko Olina** is currently closed for renovations; it will reopen as the **Four Seasons Resort Oahu at Ko Olina** in early 2016.)

No matter where you venture on Oahu, you'll always find something to do—and a reason to come back.

Hawaii, The Big Island

A robust plume of volcanic gas rose, then dissipated above **Halemau mau Crater**, a pit crater within the much larger summit caldera of **Kilauea** in **Hawaii Volcanoes National Park**—a dramatic reminder of the molten rock churning in a lava lake within the crater.

"I've lived here all my life," says Hilo resident **Joan Yoshioka**, who runs a state program dedicated to the conservation of Hawaii's rarest plants, "and I've never seen Halemau mau like this."

Since April, park visitors have been privy



THE ROAD WE TRAVELED
ISN'T ALWAYS A ROAD.



#LetHawaiiHappen

The
HAWAIIAN
ISLANDS
Kauai



CLOCKWISE FROM
TOP LEFT:
Relaxing at a
coffee farm on
Maui; A steam
plume rises at
Hawaii Volcanoes
National Park;
Family-friendly
beach fun on Maui.

to a rare and impressive show, particularly at night, as the lava illuminates the clouds and plumes above the crater. The current eruption at Kilauea, which means “spewing” in Hawaiian, started in January 1983, making this shield volcano one of the most active on earth.

Hawaii island is one of the only places in the world where you can view such a major geological event from the safety of a museum—specifically, the **Thomas A. Jaggar Museum**—with trained park rangers available to discuss what you’re seeing.

Welcome to the “Big Island,” a land of natural wonders and staggering diversity, with 11 of the world’s 13 climate zones and a dizzying variety of landscapes and experiences. You can view an active volcano in the morning, eat lunch at a commercial vanilla farm, relax on a black sand beach in the afternoon and marvel at star-filled skies from a public observatory 9,200 feet above sea level on **Mauna Kea**.

“What I love about the Big Island and what makes it unique is its constantly shifting landscapes,” says Michele Galimba, who works at Kuahiwai Ranch, her family’s 10,000-acre cattle ranch in Kau, near the Hawaii Volcanoes National Park. “From rain forests to black lava fields, from fiery calderas to snow on Mauna Kea, it makes this island surprising and even dangerous—which I like.”

This island lives up to its nickname: At 4,028 square miles, Hawaii is nearly twice the size of all the other islands in the archipelago combined. Its sheer size can be inspiring. It is home

to four national parks and sites, each with its own historical significance, and there are 266 miles of coastlines, some with sugary white sand and others glistening green.

The **Kona Coast** is the first stop for many new visitors to this island. Its sun-drenched 60 miles of shoreline are dotted with opulent resorts, quaint neighborhoods, working coffee farms and miles of inky lava fields. Ali Drive, the main street in **Kailua-Kona**, extends three miles along the waterfront lined with restaurants, shops and a few notable historical sites, including **Hulihee Palace**, once a vacation home for Hawaiian royalty built in 1838 and now a museum, and **Ahuena Heiau**, a Hawaiian temple rebuilt in 1812 by King Kamehameha the Great.

Once you leave Kailua-Kona, follow **Mamalahoe Highway**, a meandering road that passes the working coffee plantation **Greenwell Farms**, the abundant **Kealahou Bay** with its crystal-clear waters and pods of spinner dolphins and the culturally significant **Puuhonua O Honaunau National Historical Park**, a 180-acre park that was once the home of royal grounds and a place of refuge for ancient Hawaiian lawbreakers.

If you head east, inland from the Kohala Coast, you’ll reach **Waimea** (or **Kamuela**), set in the foothills of the Kohala Mountains more than 2,600 feet above sea level. This is *paniolo* (Hawaiian cowboy) country, with rolling green hills, large open pastures, cool breezes and morning mists. The country lifestyle here is evident. This region holds regular rodeos and has the largest working cattle ranches in the state.



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The
HAWAIIAN
ISLANDS

wa.hi.com/Oahu

My Hawaii

ALANA KOBAYASHI PAKKALA

PARTNER AND
EXECUTIVE VICE
PRESIDENT
KOBAYASHI GROUP

LOCAL ROOTS: I am third generation, born in Hawaii, as my paternal great grandparents emigrated from Japan to Hawaii to work on the farms in Honolulu's Manoa Valley.

FAVORITE EATS: ■ Honolulu, Lucky Belly and The Pig and the Lady, both in Chinatown, and Rinka Sushi on Kapiolani Boulevard.

MUST-SEE: The Pearl Harbor historic sites, including the USS Arizona Memorial, and the erupting Kilauea volcano on the Big Island.

ONLY HERE: Love hiking Kauai's Napali Coast and taking boat rides along the island's rugged north shore.

MUST-DO: On Oahu, hiking to the top of Diamond Head. When you're on Maui, driving up Haleakala to see the sunrise. Star gazing on the Big Island. On Kauai, spending time at Hanalei Bay. And on Lanai, dining by the fireplace at Koele Lodge.



ABOVE: Paniolo, Hawaiian cowboys, in Waimea on Hawaii island.

The area's easygoing vibe has attracted some of the island's top chefs, with restaurants such as **Merriman's** serving locally sourced ingredients, including beef from nearby ranches. At local farmers markets—such as the **Waimea Town Market** on Saturday mornings at Parker School—you'll find vendors selling gourmet meals, farm-grown fruits and vegetables, hand-crafted goods, artisan jams and jellies and even homegrown wool.

On the eastern end of Hawaii Island is the county capital of **Hilo**, a relaxed town that stretches from the banks of the Wailuku River to the calm waters of Hilo Bay. You won't find major resorts or formal restaurants here. This town's charm comes from its throwback feel, with historic buildings and a revitalized downtown that's retained its old-school appeal.

Hilo's average of 278 rainy days per year makes for a lush landscape—obvious while strolling through the 30-acre **Liliuokalani Gardens**, with its formal Japanese garden, or visiting flowing waterfalls such as the 442-foot **Akaka Falls**.

While Hilo may boast more residents than visitors—another plus!—this town has more to offer than it may appear. Not only is it the gateway to Hawaii Volcanoes National Park, it's home to one of the best farmers markets in the state, right in downtown Hilo, and the prestigious **Merrie Monarch Festival** every April, which lures the world's best hula *halau* (groups) for the weekend.

From dramatic beaches to snowcapped volcanoes to rain forests filled with native birds, the Big Island has the perfect landscape for every kind of adventure.

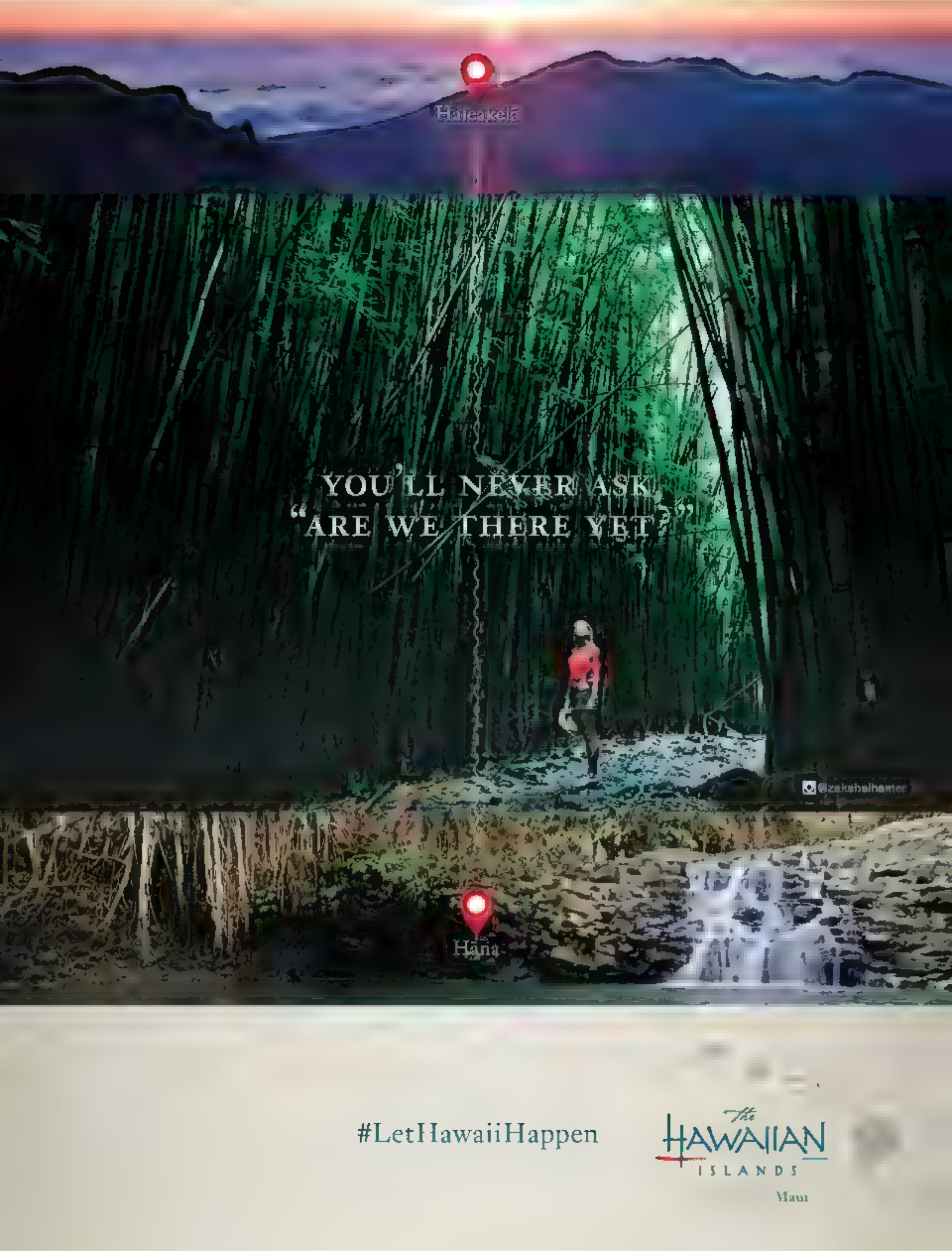
Maui

They come up quickly, so have your cash ready. The 52-mile winding **Hana Highway** on Maui is dotted with roadside stands selling loaves of moist banana bread, each one different, made from the dozens of varieties of the fruit that grow in this lush stretch of rugged coastline. The stands' evolution has been similar to that of the famed shrimp trucks along Kamehameha Highway en route to Oahu's North Shore: The craze started with one, then, as the road improved, more visitors starting making the trek and more stands opened up.

These loaves are often a sweet surprise to people who make this serpentine coastal drive for the first time—much as Maui is to any traveler who delves deeper into all that the island has to offer.

It's easy to relax at one of the island's luxurious resort properties, many of which offer every possible reason to stay put. The **Four Seasons Resort Maui at Wailea**, for example, features an expansive campus that includes everything from an adult-only pool with a swim-up bar to the golden sands of Wailea Beach. But if you're curious to explore a bit more, endless adventures await.

Like to eat? Maui boasts an eclectic cul-



Hāna

Hāna

@zakshelhamer

#LetHawaiiHappen

The
HAWAIIAN
ISLANDS

Maui

the **Kepaniwai Heritage Gardens** in Iao Valley. (There's a sign.) The resemblance—as are the experiences Maui has to offer—is remarkable.

Kauai

Standing at **Hanakapiai Beach**, the last sandy stop on the 11-mile **Kalalau Trail** along Kauai's **Napali Coast**, you'll know this island is special.

Along the trail, catch glimpses of the legendary towering green cliffs that rise 2,000 feet out of the turbulent ocean, natural formations that lure thousands of visitors to this island every year. They all come for the same thing: to be dazzled by Kauai's renowned natural beauty.

And they're rarely disappointed. Even for Miguel "Mico" Godinez, who's been living here for more than 20 years and has made the trek to Hanakapiai Beach more times than he can remember, the allure is unchanged. "It's still a magical place," says the owner of **Kayak Kauai** in Hanalei. "I'm a lucky guy."

Kauai is the oldest of the major Hawaiian islands and time has sculpted it into a wonder of beauty, carving the spectacular **Waimea Canyon**, chiseling the majestic cliffs on the Napali Coast and creating one of the wettest spots on earth at **Mount Waialeale**.

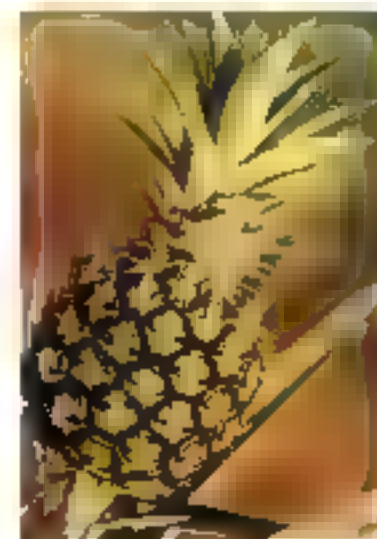
Every area on Kauai is a plunge into nature

at its best, from the fascinating boggy **Alakai Swamp Trail** at 4,000 feet above sea level in Kokee to the picturesque crescent-shaped **Hanalei Bay** set against the sheer, 4,000-foot volcanic palisades.

It's no surprise that Hollywood loves this island, shooting such notable films as the Academy Award-winning *South Pacific* (1958), *Raiders of the Lost Ark* (1981), the last installment of Disney's *Pirates of the Caribbean*, and the recently released *Jurassic World* (2015).

"To me, Kauai is very much like what I dreamed Hawaii would look like," says Aletha Thomas, owner of **Monkeypod Jam**, a line of artisan jams and jellies made from Kauai fruits. "It's very quiet and laid back. And I just love the ruggedness of it. I love that it's old, that there's minimal nightlife. When you're here, you have to love being outside."

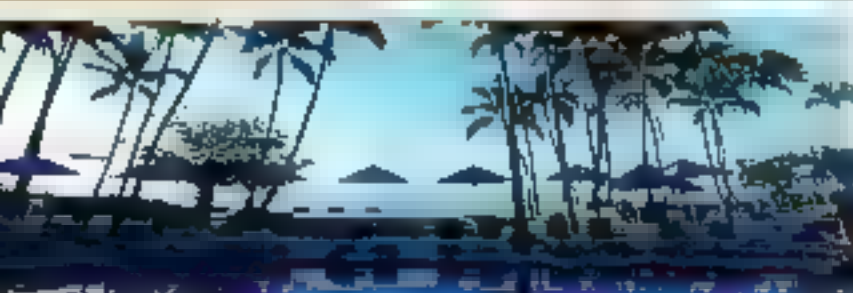
There are many ways to experience the island's splendor. You can book a cabin—or pitch your own tent—at **Kokee State Park**, a 4,345-acre expanse in the cool uplands above Waimea Canyon. The park boasts forests, meadows and more than 40 miles of hiking trails, where you might catch a glimpse of some of Hawaii's rarest native birds, such as the *aniani* (Hawaiian honeycreeper) or *puaiohi* (small Kauai thrush).



At one time, Lanai produced as much as 75 percent of the world's pineapple. Today, the pineapple fields have dwindled, but the island is a retreat for visitors seeking timeless landscapes and a slow pace of life.

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My Hawaii

SAM MOKU

VICE PRESIDENT
FOR UNIVERSITY
RELATIONS,
HAWAII PACIFIC
UNIVERSITY

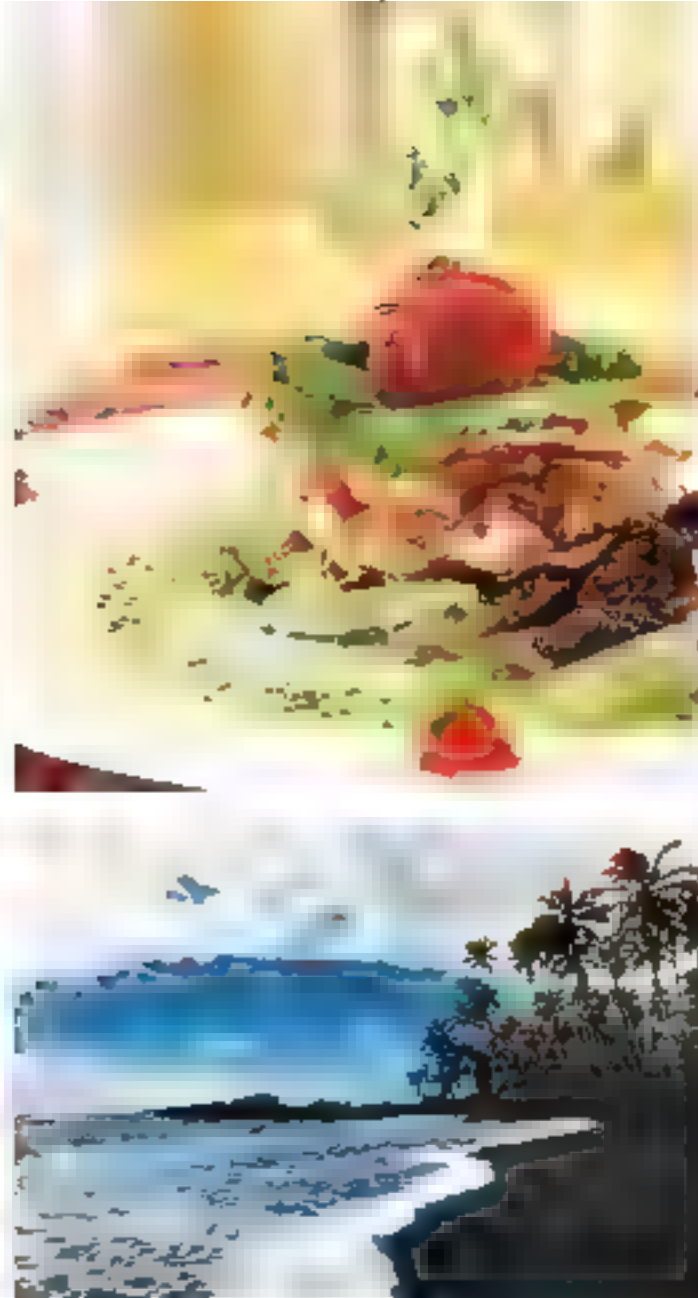
LOCAL ROOTS: I am a true local boy from Oahu's Windward side. My dad was pure Hawaiian and from Kohala—the same place King Kamehameha was born. My mom, the daughter of a Japanese “picture bride,” grew up on Paia Plantation on Maui.

FAVORITE EATS: You have to try purple poi doughnuts from Kamehameha Bakery. Poi is a traditional Hawaiian food made from pounded taro root.

MUST-SEE: Watch the sunrise from Hawaii Pacific University's Oceanic Institute at Makapuu Point.

TRAVEL ADVICE: When giving directions in Hawaii we don't use “north, south, east, and west.” Instead, we say go *mauka* (toward the mountains) or *makai* (towards the ocean). Don't forget your rubber “slippahs” (flip-flops).

MUST-DO: Eating shave ice at Matsumoto's in Haleiwa then watching the surf at Waimea Bay is a must-do when you visit Oahu.



CLOCKWISE FROM LEFT: Kalalau Valley, Kauai; Sashimi Napoleon at Haliimaile General Store on Maui; Punaluu black sand beach on Hawaii Island.

You can make reservations at one of the luxe hotels—including the lavish **St. Regis Princeville Resort**—in the Princeville area on the island's north shore. From here, you can explore nearby **Kilauea Point Lighthouse**, a historic 52-foot-tall lighthouse built on a 164-foot-tall cliff, or the **Kilauea Point National Wildlife Refuge**, which is home to some of the largest populations of nesting sea birds, such as the red-footed booby and Laysan albatross, in the state.

You also can stay on the beach-lined Poipu Coast along the island's sunny south shore. **The Shops at Kukuiula** is worth a visit; this lively shopping village with an eclectic array of shops and restaurants features an art walk every month, live music on Friday nights and one of the island's best farmers markets on Wednesday afternoons.

Drive along the lava shoreline and you'll reach Kukuiula Bay and **Spouting Horn**, a lava tube that spits out ocean water as high as 20 feet into the air. West of here lies the 259-acre **McBryde Garden**, a botanical garden that has more than 200 species of rare and endangered Hawaiian plants, the largest collection in the world.

Or you can opt to stay in a quiet bed-and-breakfast in mystical Hanalei, where the world seems to slow down even more. Tour the **Hoopulapula Haraguchi Rice Mill**, a sixth-generation working taro farm, or relax at the historic **Hanalei Pier** as the sun sets in the bay.

Wherever you decide to stay on Kauai, you'll always be reminded of exactly where you are in the world: paradise.

Lanai

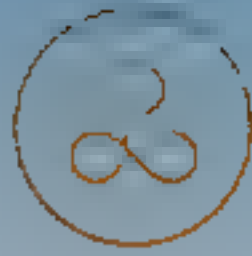
There's a rocky sea stack between Hulopoe and Manele bays on Lanai that tells the story of this place: Called **Puu Pehe**, this platform was named after a beautiful girl from Maui who was captured by a young warrior from Lanai. He brought her back to these cliffs and, afraid of losing her, kept her hidden in a sea cave. One day, he left the cliffs and a storm arose, sending huge waves toward the cave. The girl drowned. Stricken with grief, the young warrior carried her body to the top of this sea stack for burial, then jumped 80 feet to his death into the ocean below.

Utterly romantic? That's Lanai.

This 140-square-mile island is a singular Hawaii escape, with only 30 miles of paved road and no high rises or shopping centers. Its largest town, **Lanai City**, has a couple of grocery stores, a few restaurants and several boutiques and art galleries. That's it.

There are only three places to stay here: **Four Seasons Resort Lanai at Manele Bay**, which is undergoing extensive renovations (occupancy is currently suspended); **Four Seasons The Lodge at Koele**, also temporarily suspending occupancy while it houses construction workers; and the charming and historic **Hotel Lanai**.

It's not uncommon to have a beach all to yourself on this island. Windswept **Shipwreck Beach** stretches for eight miles along the island's northeast shore, perfect for beachcombing or strolling along the soft sand. Gently curving **Hulopoe Beach** on Manele Bay is a protected marine preserve, making it an ideal spot for snor-



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LEFT TO RIGHT:
Looking out at Maui
from the Garden of
the Gods on Lanai;
Street sign in
Lanai City; Hidden
Molokai waterfalls.

keling. Spinner dolphins often play in this bay, and in winter months, you might see migrating humpback whales.

About a half-hour drive from Lanai City is the **Garden of the Gods**, a dry and barren landscape of volcanic boulders and wind-sculpted rocks best viewed during sunset. On the way there is the 590-acre **Kanepuu Preserve**, home to 48 species of native plants, some of which you can see on a short self-guided nature trail.

And however you get here—on a ferry or with the wind blowing the sails on a catamaran—Lanai is ready to embrace you. And you might not let go.

Molokai

Undeveloped and off the beaten path—and proud of it, That's Molokai's appeal.

This island, just 38 miles long and 10 miles across at its widest point, is wild and unspoiled, the Hawaii of yesterday. No traffic lights, no shopping centers, no buildings taller than a palm tree. Even the island's main town, **Kaunakakai**, is unpretentious in the best sense, with just a handful of restaurants, a few shops, a bakery, a post office and a pharmacy. Its minimalistic charm is undeniable: Molokai helps you slow down and relax—there's no other choice.

Despite its small size and easygoing lifestyle, Molokai offers some big attractions: It boasts the tallest sea cliffs in the world at 3,900 feet; the longest continuous fringing reef in the United States, at 28 miles; a 1,640-foot waterfall,

and one of Hawaii's largest white sand beaches.

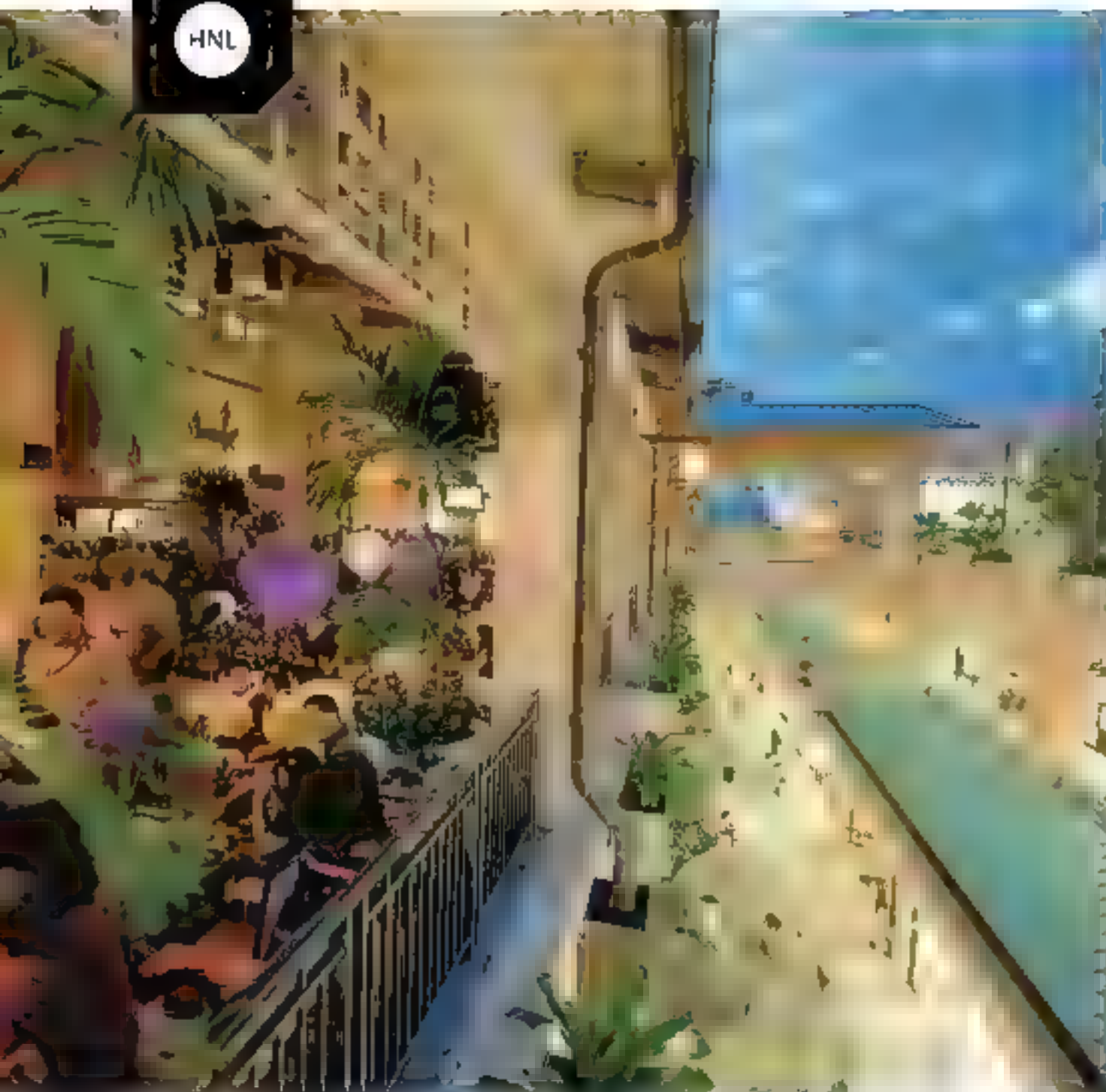
Take Kamehameha V Highway across the south coastline toward **Halawa**, one of the most beautiful valleys in the world. You can hike into this classic cathedral valley, which runs half a mile wide and four miles deep, its beauty punctuated by towering waterfalls and breathtaking vistas. There are still families who farm taro in this lush valley.

A few miles east of Kaunakakai are two Hawaiian fishponds built in the 15th century that are being restored by the nonprofit **Ka Honua Momona**. You can help the group with restoration efforts on one of its community workdays, removing invasive plants or rebuilding the *kuapa* (rock wall).

Visit **Kumu Farms**, a 120-acre family farm in Hoolehua. The largest exporter of organic papaya to the United States mainland, this farm also grows a diversity of crops for the local market, including lettuce, kale, carrots, tomatoes and a slew of herbs.

And then there's **Kalaupapa Peninsula** at the base of formidable cliffs. For more than a century, this hauntingly beautiful place was a leprosy settlement. Since its establishment in 1866, more than 8,000 people died here. Today, it's a National Historical Park, best reached by mule along a 2.9-mile trail down the sheer cliffs.

The visit to Molokai—and to the rest of the Hawaiian Islands—will change you a bit. You'll feel rejuvenated, you'll feel humbled and, most of all, you'll want to come back. ▽



The Business Side of Paradise

IT'S WELL ESTABLISHED THAT HAWAII IS A VACATION PARADISE, BUT THE ISLANDS' WELCOMING SPIRIT EXTENDS TO BUSINESS, TOO **by LESLIE LANG**

► Hawaii is best known, of course, for being an idyllic vacation destination. The history of the archipelago's business economy, though—since the English explorer James Cook sailed

into its waters in 1778—is as interesting as its beaches and volcanoes. Its tradition as a subsistence economy changed rapidly after Cook arrived in what he dubbed the Sandwich Islands. By the 1790s, Hawaiians were trading sandalwood with China and, not long after that, businesses such as new farms and cattle ranches started springing up to serve whalers provisioning in Hawaii. When Hawaii's sugar plantations started up, thousands immigrated to work as laborers, and their descendants make up a large percentage of Hawaii's current population alongside native Hawaiians.

It's because of this varied background that Hawaii is such a unique place to do business. And it's a state that doesn't think small. Here, the story is all about the possibilities of the future.

Hawaii Governor David Ige says he's particularly excited about the state's mandate to generate 100 percent of its electricity from renewable sources by 2045. "Our focus on research, development and deployment in this field will be another driver for our economy," he says, "one

CLOCKWISE FROM LEFT: View from the Mal Tai Bar at Ala Moana Center; Hawaii Convention Center; NASA's Infrared Telescope Facility at the University of Hawaii.

ROYAL STYLE



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My Hawaii

PATRICK SULLIVAN

CEO, OCEAN T

LOCAL ROOTS: I moved to Hawaii about 35 years ago, received my Ph.D. in engineering from the University of Hawai and married a wonderful local girl whose family has been in Hawaii for four generations. This made me an honorary kamaaina.

FAVORITE EATS:

Sushi Sasabune

MUST-SEE: Watch the sunrise at Haleakala on Maui, then hike into the crater

ONLY HERE: Watching monster waves at Waimea Bay and the Eddie Aikau surfing contest, when it's on.

TRAVEL ADVICE: Wear sunscreen all the time!

MUST-DO: Visit the North Shore of Oahu during high surf, climb Mauna Kea on the Big Island.

PERFECT DAY: Snowboarding on Mauna Kea, then surfing in the afternoon—all on the same day

PERFECT NIGHT: Night surfing in Waikiki during a full moon with my crew.



ABOVE: Shopping at Royal Hawaiian Center.

that is culturally appropriate and better for our environment."

Oahu businessman Duane Kurisu is founder and chairman of aio, which owns a large swath of Hawaii's media, technology, sports and food companies—as varied as *Honolulu* magazine, Hawaii Winter Baseball and the Big Island's Punaluu Bake Shop. He explains that what is called "local style," predicated on native Hawaiian culture, is the key to business in Hawaii.

"The way we do business here is to be patient and respectful of the culture and the people, and if you do that, it's a terrific place to do business," he says. "It's a place where relationships are extremely important. Don't come in and start bragging about yourself, because doors are going to shut. A lot of places, people gauge you by what you say, but here in Hawaii, we gauge you by what you do."

Robust Retail

You can get an idea of how well retail is doing in Hawaii just by glancing at the amount of construction at Honolulu's Ala Moana Center. The state's largest shopping center, the largest open-air shopping center in the world and a mainstay of Honolulu since it opened in 1959, Ala Moana is adding as many as 65 new stores, including Hawaii's first Bloomingdale's department store, to its current roster, which includes Louis Vuitton, Gucci, Chanel, Prada, Hermes, Tiffany & Co. and Bulgari. There will be 350 stores total when the expansion is complete and 11,000 free parking places.

"We're making a considerable investment because we believe in the future of Hawaii," says Scott Creel, senior marketing manager at Ala

Moana Center. "Ala Moana has always performed very strongly and we see that there is an opportunity to continue on that path. Annual sales exceed \$1 billion and we expect that will continue to be the norm."

"When you look at what's going on macroeconomically around the world, certain currency valuations affect how people shop, when they shop and how much they spend," Creel says. "There's a certain amount of that that plays into it. But I would look at the fact that we have a brand-new shopping center with up to 65 spaces that are almost all leased up. That alone tells me that the retail climate is very strong. We have many retailers that have never been to Hawaii opening their first-to-market stores here."

Honolulu's other major shopping destination, the Royal Hawaiian Center, stretches along three blocks of Waikiki's Kalakaua Avenue, which the center's marketing director, Helene "Sam" Shenkus, ranks right up there with Fifth Avenue and Rodeo Drive. "Over the last five years, more than \$1 billion has been invested to elevate the guest experience to a world-class, urban, tropical environment in Waikiki," she says.

The 110-plus stores and restaurants of the Royal Hawaiian Center, which cover a range of price points, include locally owned businesses selling local coffees, chocolates and designer fashions. "People love finding things that are from Hawaii," Shenkus says.

But many of its shops are flagship luxury stores that draw customers from all over the world. "Our Valentino boutique that just opened in July—it is the same Valentino store concept that recently opened in Rome and in New York

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My Hawaii

DUANE KURISU

FOUNDER AND CHAIRMAN, AIO

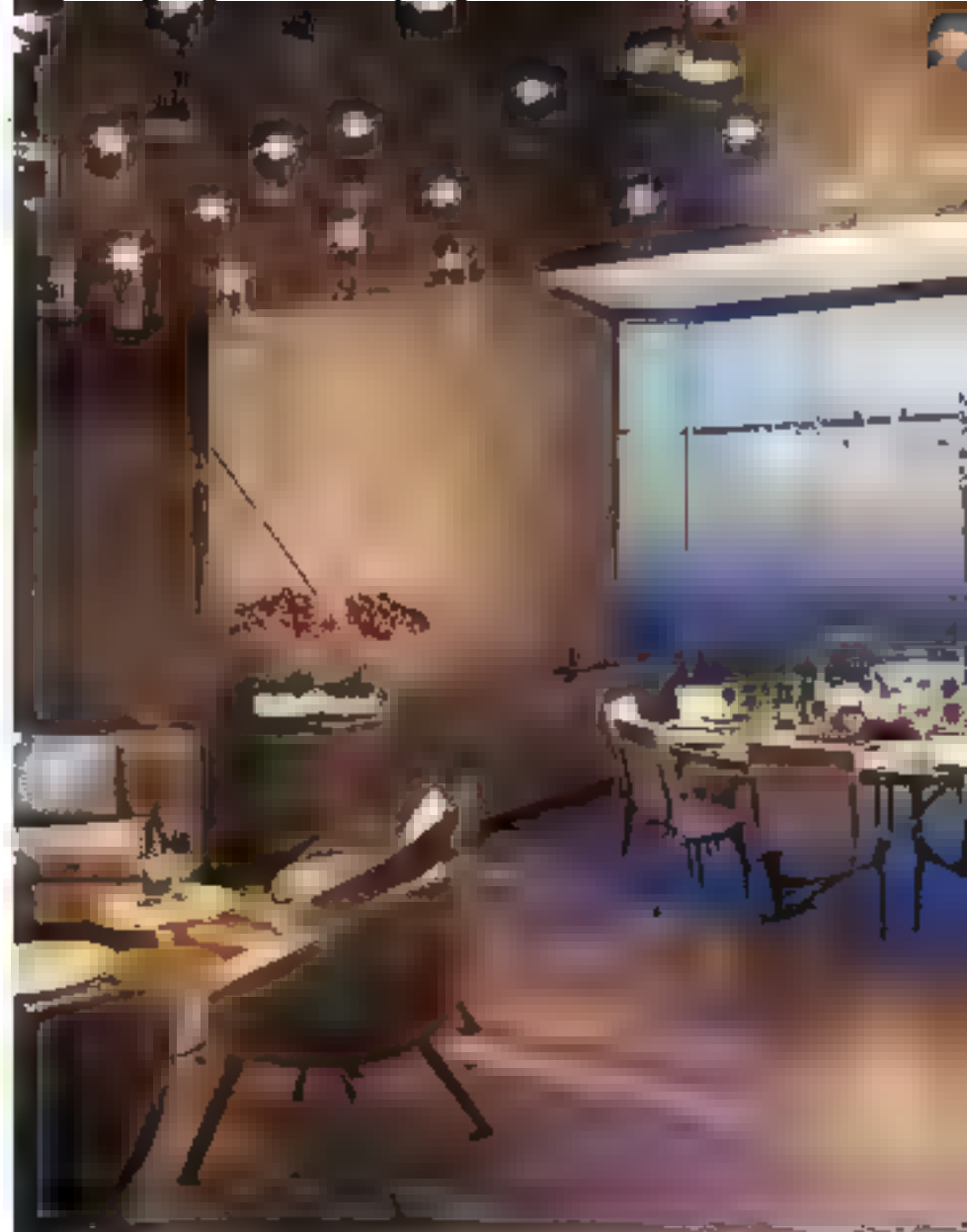
LOCAL ROOTS: I was born and raised in Hakalau, a little plantation town on the Hamakua Coast of the Big Island.

FAVORITE EATS: I love sashimi and there are a number of good sushi, sashimi places in Honolulu. In my opinion, the sashimi in Hawaii rivals any place in the world, including Japan.

MUST-SEE: Visiting the Hawaii Volcanoes National Park is a must. Whenever I take visitors there, I am still in awe. It's not only about witnessing the power of nature, but there is something truly spiritual about being there.

ONLY HERE: On Oahu, hop on one of the outrigger canoes with a Waikiki beach boy and catch a wave.

MUST-DO: Go to Waikiki and get a surf lesson. I think you will be able to catch a small wave and stand up after just one lesson. If you can't make it to Mauna Kea during the evening, go to the Kona side of the Big Island and gaze at the sky at night.



FROM LEFT TO RIGHT: Aloha Tower at Hawai'i Pacific University; VIDA at 888 Ala Moana.

on Fifth Avenue," she says. "We have the largest Harry Winston Salon worldwide—it just opened in November. And a Salvatore Ferragamo, Loro Piana, Hermes, Fendi, Cartier, the only Omega Boutique in Hawaii, the only Tourneau in Hawaii. We have Tory Burch, Kate Spade New York, Jimmy Choo. We have a fabulous array of luxury."

The center's international clientele helps keep the luxury retail business strong. "The luxury retail market is truly international," she says. "Our luxury customers are from the mainland United States and Canada, from Korea, China, Japan, Australia, Europe and, depending on the time of year, from Russia. If you look at the global economy and at the global trends, where one economy may be challenged, you have other economies that may be very strong."

High-Demand Real Estate & Luxury Development

Alana Kobayashi Pakkala, executive vice president and partner of the real estate development company Kobayashi Group, and Brett MacNaughton, development associate of the real estate development company The MacNaughton Group, partner to develop luxury condominiums in Hawaii. Kobayashi Pakkala says the real estate market in Honolulu is extremely active and robust in the condominium market and particularly in the luxury condo market.

"I think this cycle appears to be a little more urban concentrated than previous cycles were," MacNaughton says. "In previous cycles, you had quite a bit of luxury development in single family homes on the neighbor islands. The strength

has really come back in the condo market in Honolulu."

Kobayashi Group and The MacNaughton Group, along with General Growth Properties (the owner/manager of Ala Moana Center) are partnering to develop Park Lane Ala Moana, a joint project located at Ala Moana Center. It's an endeavor that Kobayashi Pakkala calls "one of a kind."

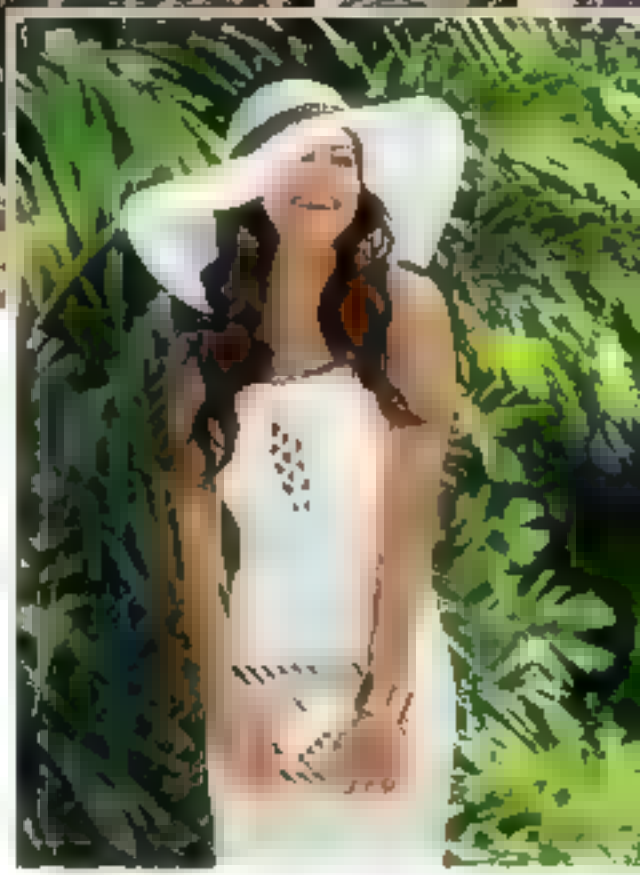
The development is made up of seven buildings that cluster around gardens and green spaces, including a "Great Lawn" that residents will be able to use for outdoor activities. The developers took advantage of building height restrictions to design lower buildings, which were inspired by the terraced rice paddies of Asia. The effect is an open, expansive development that makes the residences feel more like single-family homes, encourages indoor outdoor living and takes full advantage of Hawaii's weather. Each unit boasts sweeping views of Ala Moana Beach Park, the ocean and the harbor.

A luxurious, personalized environment is a hallmark of the Park Lane, with units boasting private pools and outdoor spaces as well as private garages that allow residents to enter directly into their homes. Prospective buyers were lining up even before the units went on sale, and nearly 70 percent of the units, which range in price from \$1.2 million to \$28 million, sold in the first six months.

Kobayashi Group and The MacNaughton Group have also partnered to create VIDA at 888 Ala Moana, a high-rise condominium building in Kakaako that has views of Diamond Head and



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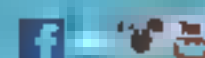


Discover your own shopper's paradise in *paradise* when Ala Moana Center unveils its expansion and makeover this November

Currently with over 290 stores including 80 dining options, the world's largest open-air shopping center will soon be home to Hawaii's first Bloomingdale's and more than 40 new stores you'll fall in love with

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FROM LEFT
TO RIGHT:
Hawaii State
Capitol and
downtown
Honolulu; The
Great Lawn at Park
Lane Ala Moana.

the Pacific Ocean, private elevators that open to a private foyer, community gardens, a workshop for residents, a dog park and other amenities, such as Wolf and Sub-Zero appliances and large lanais for each residence. Those units, too, are selling well, to both international clientele and Hawaii residents who prefer high-rise living.

"Condominiums in Honolulu, in particular, have shown a lot of strength in the marketplace versus the single-family home," says Kobayashi Pakkala. "Even in the luxury market. We're still in the upswing of that cycle."

Another place the waterfront is changing dramatically is between Honolulu's downtown and Waikiki. Among the developments under way is Ward Village, a 60-acre urban master-planned community being developed by Howard Hughes Corporation. Three residential towers will be completed next year and after that will come two more towers, both mixed use, a one-acre park and a new Whole Foods Market.

Outside of Oahu, development promises to infuse new life into neighbor islands. Billionaire Larry Ellison, co-founder of Oracle, bought approximately 97 percent of the island of Lanai in 2012 and has since been working on upgrading that island's water infrastructure. Extensive renovations are also underway on the island's Four Seasons Resort Lanai at Manele Bay, and construction workers on the project are being housed at Four Seasons Resort Lanai The Lodge at Koele—occupancy is currently suspended at both properties.

A New Frontier in Technology

You don't have to live in Palo Alto to work on cutting-edge research and technology projects.

"I think some people think you can't do things like that here in Hawaii, but we've already proven it can be done," says Ian Kitajima, director of corporate development for Oceanit.

Honolulu's Oceanit, founded in 1985, calls itself a "mind to market" company. A large, multidisciplinary and specialized staff of engineers, scientists and designers—Kitajima likens it to Q and his laboratory of scientists and engineers from James Bond books and movies—works on projects such as NanoVector, a synthetic virus or drug delivery system for cancer treatments that Oceanit developed for one of its client, the United States Department of Defense. "They were so impressed with the results that they asked if we can apply this technology to deliver HIV treatments," says Kitajima.

Another recent Oceanit project, a coating the company developed for a client to protect against icy build-up on aircraft heat exchangers, seems to also protect against corrosion from salt air. Kitajima notes that one year in a salt fog chamber showed zero corrosion. They're now testing it on electronic cash registers at a Waikiki hotel's beach bar. And a technology developed for the United States Army lets a soldier know which direction a bullet was fired from before the bullet arrives—even before the sound of the gunshot can be heard.

Kitajima says Oceanit has some of the smartest and best people in the world doing some of the most exciting, important work. "I think the host culture and the aloha spirit help to create people who are collaborative and relationship-driven, which is needed to solve hard problems," he says.

"What if you could live the dream, but also

[illegible]

My Hawaii

GEORGE SZIGETI

PRESIDENT
AND CEO,
HAWAII TOURISM
AUTHORITY

LOCAL ROOTS: I was born in Culver City, California and first came to Hawaii in 1968 to surf the North Shore of Oahu as a professional surfer for Dewey Weber Surfboards. I moved to Honolulu in 1982 and have been lucky enough to have called Hawaii my home ever since. married a local girl, Sandra Szigeti, and we raised our daughter Alexis, here.

MUST-SEE: North Shore beaches, especially during the winter surf season. The Diamond Head hike on Oahu will also give you a spectacular view of Honolulu.

ONLY HERE: The drive up Haleakala on Maui for the sunrise is spectacular. Another must-see is Waimea Canyon, located on the island of Kauai.

MUST-DO: Try to visit as many of the Hawaiian islands as you can. Each island has its own unique visitor experiences and its own beauty and sense of place. I invite you to keep coming back until you have seen and experienced them all.



FROM LEFT TO RIGHT: University of Hawaii; A rooftop evening event at the Hawaii Convention Center.

HPU's downtown campus—and Aloha Tower itself will this year be the site of celebrations for HPU's 50th anniversary. Nearly 300 students will be housed on the campus, which also will have classrooms and administration offices. Its Barnes & Noble College-operated bookstore and other meeting spaces will be open to the public.

As does UH, HPU offers online learning programs that are available to students throughout the Hawaiian islands, in other states and around the globe. And through its Oceanic Institute, HPU focuses on technologies to solve some of Hawaii's food security, sustainability and conservation problems, as well as global issues—particularly those that affect island nations. Some examples of current research include developing animal feed using locally sourced products and growing certain fish in aquaria to protect the coral reef.

Kamehameha Schools is a private school serving children of Hawaiian ancestry at three K-12 campuses and 30 preschool sites statewide. What makes it an extraordinary player in Hawaii's business world is that the endowment funding the educational system was valued, as of June 2014, at \$11 billion.

Upon her death, Princess Bernice Pauahi Bishop (1831-1884), the last royal descendant of the Kamehameha line, instructed the trustees of her estate to use her 375,000 acres of land, about 9 percent of the Hawaiian islands, to establish the Kamehameha Schools to educate Hawaiian children in perpetuity. In 2014, that land supported educational efforts not only for the

approximately 7,000 students enrolled at Kamehameha Schools' campuses and preschools but also for about 41,000 other Hawaii students and their families and caregivers.

The Business of Tourism

It's certainly no surprise that one of Hawaii's largest economic drivers is tourism. George Szigeti, president and CEO of Hawaii Tourism Authority, says the past three years saw record levels of visitor arrivals and spending, each year more than the one before. Visitors to Hawaii spent \$14.75 billion last year, which brought \$1.6 billion in total state tax revenue.

Hawaii's meetings, conventions and incentives industry, which grew by 11 percent last year, books business years in advance. With the state's geographic location between the mainland United States and Asia, it serves as a convenient midway point for conferences on an international scale.

Honolulu's award-winning, 1.1-million-square-foot Hawaii Convention Center is a destination for landmark events. Demand for the center has increased in the wake of events—such as the 2011 APEC Economic Leaders' Meeting, hosted by President Barack Obama—which have demonstrated the center's state-of-the-art amenities and capabilities.

One of the most important factors behind the success of the hospitality business, says Governor Ige, is Hawaii's people sharing their aloha spirit. That's what keeps bringing visitors and new business to the Island State. ▽

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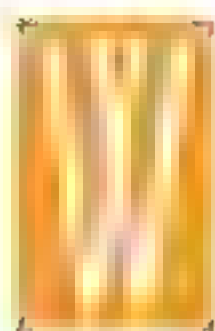
IN-DEPTH

WOMEN'S
HEALTH

Back in the Game

Women know how to juggle all of life's demands: families, careers, friends, hobbies and more. A surprise health problem can threaten to upset the balance, but new medical procedures—ever more miniaturized and miniaturized—promise to get women back to their routines faster.

BY AMY PATUREL



Whether they've been diagnosed with breast cancer or are struggling with bothersome menopausal symptoms, the goal for most women experiencing a health setback is to get back in the game as quickly as possible.

In addition to managing their own health, many women are taking care of kids, husbands and professional responsibilities. If they take a time

out because of a health issue, their families can suffer tremendously, says Dr. Florence Comite, endocrinologist and founder of ComiteMD in New York City.

Fortunately, in modern medicine, getting women back to their busy lives is top of mind. Today's approaches to medicine are becoming so miniaturized and innocuous that recovery times are shrinking to mere days and hours, and postprocedure pain is a shadow of what it might have been in the past.

From battling breast cancer to managing menopause and more, four new approaches to common medical issues are minimizing the amount of time women spend on the sidelines.

When Carla DiMaggio, 71, of Staten Island, New York, heard the words “you have breast cancer,” she assumed she’d be facing weeks of grueling radiation therapy and postoperative complications.

“Four out of my seven aunts had breast cancer,” says the pharmacy clerk. “All of them endured weeks of radiation and suffered burning, soreness and nausea as a result of treatment.”

DiMaggio is among the first cohort of women to receive a one-day breast cancer treatment called intraoperative radiation therapy through the use of the Xofig System. Instead of undergoing a lumpectomy followed by weeks of radiation therapy to reduce the risk of recurrence, women with early stage breast cancer such as DiMaggio’s can opt for a one-time dose of radiation at the time of the lumpectomy.

Included in Cleveland Clinic’s list of “top 10 medical innovations for 2015,” IORT is redefining breast cancer treatment. During the procedure, doctors focus on concentrated dose of radiation on the tumor, sparing the heart, lungs and ribs from harmful radiation.

“Many women choose to have a mastectomy rather than a lumpectomy because they live too far away to get weekly radiation treatments, they don’t have transportation and they can’t afford to miss work and family obligations,” says Dr. Cynara Coomer, chief of breast surgery and director of the Florida Rush-McKee Com-

prehensive Breast Center at Staten Island University Hospital. “With IORT, women can sidestep those issues and still save their breasts.”

After removing the lump, surgeons use a catheter to temporarily insert a balloon into the same (tiny) incision with a miniature x-ray source that delivers the single dose of radiation. The treatment usually lasts between eight and 12 minutes, then doctors remove the balloon, close the incision and patients drive themselves home.

Many women return to work the same week, instead of months later as with the traditional approach. More importantly, preliminary studies show IORT is as effective as traditional radiation therapy and it alleviates some of the complications that result from too much radiation.

According to a study published in the *Journal of the American Medical Association*, two-thirds of women who have lumpectomies for breast cancer are receiving radiation treatment for nearly twice as long as is medically necessary. IORT circumvents that possibility.

“I was up and walking around right after surgery,” says DiMaggio. “Other than a little soreness in the breast area, I had no side effects from the procedure. I didn’t even need pain medication.”

Historically, when doctors needed to evaluate patients for heart disease—and clear blocked arteries—they inserted a small catheter through the femoral artery in the groin. Now, a growing number of interventional cardiologists in the United States are threading catheters through the radial artery in the wrist instead. And the benefits, particularly for women, are significant.



Q & A DR. WARNER K. HUH, DIVISION DIRECTOR OF GYNECOLOGIC ONCOLOGY, UNIVERSITY OF ALABAMA AT BIRMINGHAM MEDICINE

Q What are the most common gynecologic cancers? **A** The most common gynecologic cancers are uterine, ovarian and cervical. Uterine cancer is the most common, followed by ovarian and then cervical. The good news is that if you catch it early, you have a very good chance of survival. For example, if you catch uterine cancer early, the survival rate is over 90 percent. If you catch it late, the survival rate drops to about 20 percent. So early detection is key. That's why it's so important to get regular checkups and Pap smears. They can help catch these cancers early, when they're most treatable.

Q How can women reduce their risk of developing gynecologic cancers? **A** There are several things women can do to reduce their risk. First, maintaining a healthy weight is important. Being overweight or obese increases the risk of developing uterine and ovarian cancers. Second, staying physically active can help reduce the risk. Third, eating a diet rich in fruits, vegetables and whole grains is beneficial. Fourth, avoiding alcohol and tobacco is important. Finally, getting regular checkups and Pap smears is crucial for early detection.

Q What are the latest advancements in the treatment of gynecologic cancers? **A** There have been several significant advancements in the treatment of gynecologic cancers in recent years. One major advancement is the use of targeted therapy, which allows doctors to tailor treatment to the specific genetic characteristics of a patient's tumor. Another advancement is the use of immunotherapy, which helps the body's immune system recognize and attack cancer cells. Additionally, there have been improvements in surgical techniques, such as minimally invasive laparoscopic and robotic-assisted surgery, which can lead to faster recovery times and less pain for patients.

Q How can women stay informed about the latest research and treatment options? **A** There are several ways women can stay informed. One way is to read reputable medical journals and news outlets. Another way is to attend medical conferences and seminars. Women can also talk to their healthcare providers about the latest research and treatment options. Finally, joining a support group can be helpful, as it allows women to share their experiences and learn from others who have been through similar challenges.



Their craniofacial patients come from as far away as Dubai. Fortunately, you have a shorter trip.

Seattle Children's Craniofacial Center is considered one of the best in the country—specializing in complex conditions such as craniosynostosis, craniofacial microsomia, cleft lip and cleft palate. Doctors Richard Hopper, Kathleen Sie and Michael Cunningham are part of a team of experts in 19 specialties ranging from reconstructive surgery to orthodontics to prenatal counseling. The center is also a global leader in craniofacial research. It's not surprising that families from all over the world turn to Seattle Children's to care for their infants, children and young adults. Learn more at seattlechildrens.org/craniofacial



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"Women have two to three times the bleeding risk compared to men when physicians perform the procedure through the femoral artery in the groin," says Dr. Jennifer Tremmel, assistant professor of cardiovascular medicine and director of the Women's Heart Health Clinic at Stanford University. With radial catheterization, that risk is minimized.

During standard heart catheterization, doctors insert a catheter into the femoral artery and use x-ray to thread it to the heart, where they can take pictures, diagnose conditions, clear blockages or place a stent. With the radial approach, the catheter is placed in the artery at the thumb side of the wrist instead and guided up to the shoulder and then down to the heart.

It's the same procedure but with significantly less trauma. Compared to traditional femoral catheterization, the rate of bleeding and other complications is 59 percent lower when doctors use the radial approach, according to a 2015 study published in *JACC Cardiovascular Interventions*.

Doctors say the approach is safer because the radial artery is close to the skin's surface, enabling cardiologists to detect bleeding complications sooner. Perhaps even more important, patients prefer it.

"Unlike femoral catheterization, patients don't have to lie flat for several hours after the radial procedure," says Tremmel. Patients are often up and out of bed minutes after the procedure—and recovery is faster. Even when physicians detect and clear blockages, a technique called percutaneous coronary intervention, radial patients typically go home the same day, whereas femoral patients usually stay overnight.

So it's no wonder that radial catheterization for heart

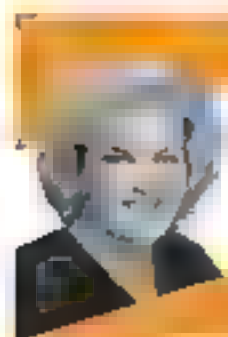
evaluation is on the rise. In 2007, only 1.3 percent of these procedures were done through the radial artery compared to 25 percent today. (Radial catheterization is performed in 60 to 80 percent of cases outside of the United States and it has become standard practice in Europe.)

The only caveat: The approach isn't appropriate for everyone. Patients who don't have a radial artery because it was used for bypass surgery or people with kidney disease who get dialysis through the radial artery may not be eligible. Patients who need to have a coronary angiogram should ask a physician if the radial approach is an option.

Jane LeGore of Phoenix, Arizona, has been leaping, jumping and otherwise taxing her joints for decades. She did the high jump and long jump in high school track, danced for 15 years and frequently sprang into the air while setting and spiking a volleyball.

"By the time I picked up running in my midforties, my hip was already worn down," says 52-year-old LeGore. "I was running 5-Ks, 10-Ks and half-marathons and really began to feel the grinding on my hip." When family members started noticing her limp, she sought out an orthopedic specialist who prescribed pain meds and rest.

"That was not an option," says LeGore, a lifelong athlete whose father died from kidney disease. "I knew that prolonged use of anti-inflammatories would have an adverse effect on major organs, especially the kidneys." A hip replacement, also, seemed like a step in the wrong direction, with weeks of recovery and restricted activity on a subfunctional hip.



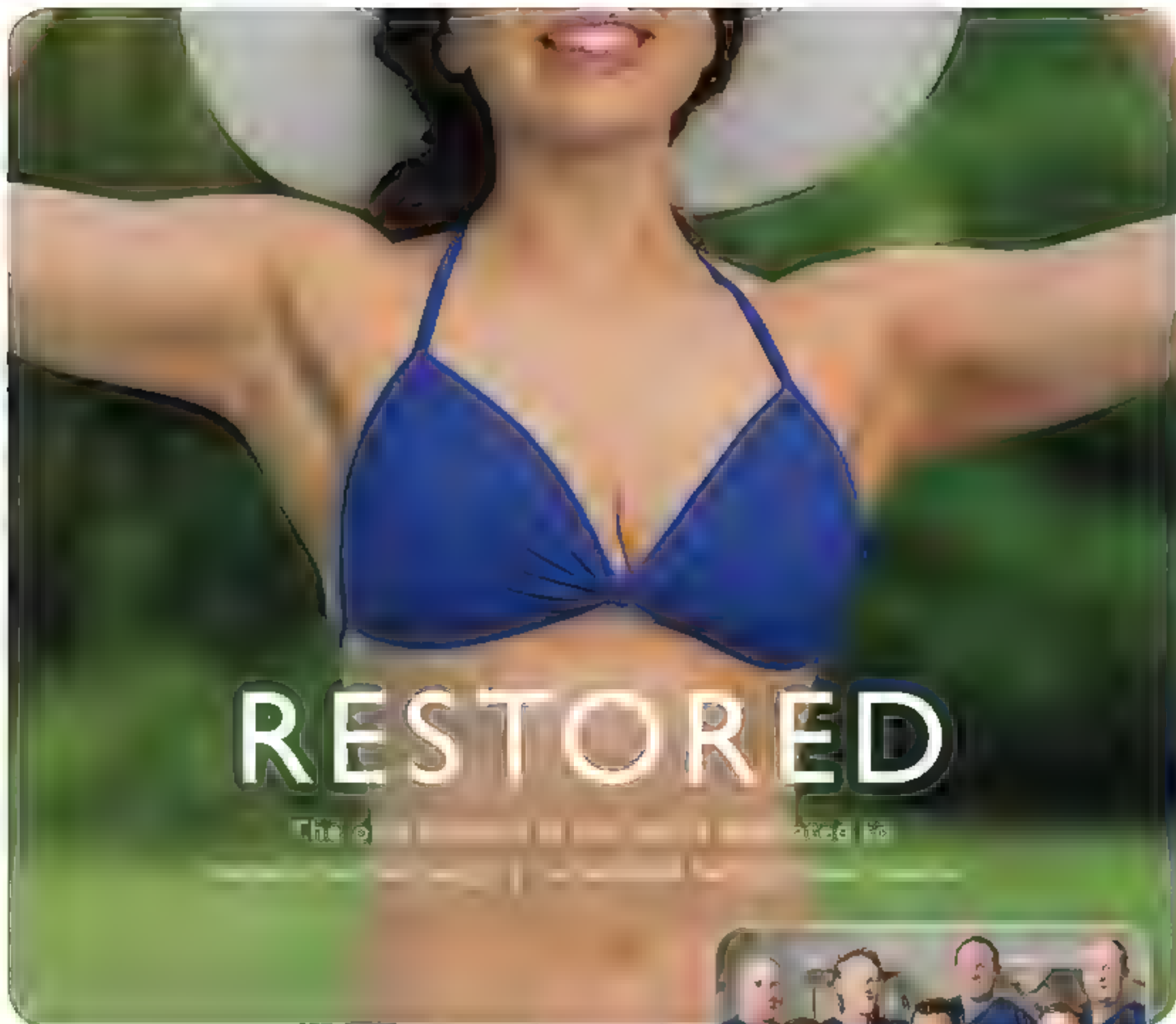
Q & A DR. DIANE NEWMAN, CO-DIRECTOR,
PENN CENTER FOR CONTINENCE AND PELVIC HEALTH, DIVISION OF UROLOGY
AT THE UNIVERSITY OF PENNSYLVANIA MEDICAL CENTER

Q: I have a question about the new study on radial catheterization. I'm a woman and I'm 52 years old. I've been having heart problems for a while and I'm wondering if this new approach is safe for me. I've heard that it's safer than the traditional femoral approach, but I'm not sure. Can you tell me more about it?

A: That's a great question. The radial approach is indeed safer than the traditional femoral approach, especially for women. The main reason for this is that the radial artery is much smaller than the femoral artery, which means there's a lower risk of bleeding and other complications. In fact, a recent study found that the rate of bleeding and other complications was 59 percent lower when doctors used the radial approach compared to the femoral approach. This is a significant improvement, especially for women, who are at a higher risk of bleeding complications than men.

Another advantage of the radial approach is that it's less painful. Because the catheter is inserted into the wrist instead of the groin, there's less trauma to the body. This means that patients who undergo the radial approach can get up and move around much faster than those who undergo the femoral approach. In fact, many patients who undergo the radial approach are able to go home the same day, whereas those who undergo the femoral approach often have to stay in the hospital for several days.

So, if you're a woman and you're considering a heart procedure, the radial approach is definitely a safer and less painful option. It's also a more convenient option, as you can get up and move around much faster. I'd recommend talking to your doctor about the radial approach and whether it's right for you.



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Enter SuperPATH, a minimally invasive procedure that has patients walking unaided within hours of surgery. Unlike traditional hip replacements, which require surgeons to forcibly dislocate the damaged hip and sever the adjacent muscles and tendons, the SuperPATH approach leaves muscles and tendons attached and intact.

"With SuperPATH, we're building the artificial hip implant inside the body rather than building them outside and trying to shove them in," says Dr. Jimmy Chow, director of hip and joint at St. Luke's Medical Center in Phoenix and a partner at Hedley Orthopaedic Institute. "It's an extraordinarily elegant way to perform surgery," he adds—almost like building a ship in a bottle.

Patients lie in the fetal position during the procedure so surgeons can take advantage of replacing the hip while muscles are in their normal range. Compared to traditional hip replacement procedures, SuperPATH patients typically benefit from a shorter hospital stay, reduced recovery time and fewer complications following surgery.

"An unexpected side effect is that the chances of infection following SuperPATH are almost nonexistent," says Chow, who is among the hundreds of researchers who have noted the low infection rate after following the outcomes of thousands of SuperPATH surgeons worldwide since the first case in 2008.

While researchers aren't clear why SuperPATH's infection rates are so low, they do have a few theories. First, since muscles are less irritated after surgery, they may be less prone to infection. Second, the incision for a SuperPATH procedure is only two to three inches, so

there's less opportunity for foreign particles to enter the body. And finally, doctors don't have to use a lot of suture material in the wound, which could also be a source of infection.

The risk of dislocation after surgery is lower with SuperPATH—0.2 percent compared to up to 4 percent for the traditional approach. But unlike patients undergoing

WITH SUPERPATH, WE'RE BUILDING THE ARTIFICIAL HIP IMPLANT INSIDE THE BODY. . . IT'S AN EXTRAORDINARILY ELEGANT WAY TO PERFORM SURGERY.

—DR. JIMMY CHOW, DIRECTOR OF HIP AND JOINT AT ST. LUKE'S MEDICAL CENTER AND A PARTNER AT HEDLEY ORTHOPAEDIC INSTITUTE

traditional hip replacement, SuperPATH patients have unrestricted motion following surgery.

"Most of my patients are up and walking within hours," says Chow. "Some even skip pain meds and ask to drive themselves home after surgery."

LeGore was back to her usual activities almost im-

mediately. She walked a mile three days after surgery and comfortably participated in a spin class within two weeks. Yet, she was prepared for a much longer recovery.

"Before surgery, I told my clients I would be out for six weeks and I visited the DMV for a handicap placard," she says. Instead, even though her right hip was replaced, she was driving without the placard six days following surgery.

LeGore counts herself among the lucky few who discovered this procedure before she had her hip replaced. Had she chosen a different path, she might have been forced to relinquish her athletic activities. Instead, a few months after her hip replacement, LeGore discovered the ElliptiGO, an outdoor elliptical bicycle that more closely emulates running, but without the impact.

"I'm in better aerobic and cardiovascular condition now than when I was playing sports in my 20s," says LeGore, who completed a 100-mile cycling event on the ElliptiGO just a few short months after her SuperPATH hip replacement in 2012.



For many women, menopause brings with it a laundry list of discomforts. According to Dr. Mary Jane Minkin, clinical professor in the department of obstetrics, gynecology and reproductive science at Yale Medical School, 20 percent of menopausal women have hot flashes so intense they're incapacitated.

While hormone replacement therapy is remarkably effective at obliterating such nuisances, the highly publicized link between HRT and an increased risk of breast cancer, heart disease, blood clots and stroke still leaves many menopausal women concerned about whether the rewards outweigh the potential problems.

In 2002, researchers halted the Women's Health Initiative study after uncovering an increased risk of breast cancer among women who took estrogen and progesterone for more than five years. The news launched a firestorm of fear among the menopausal population, explains Minkin. "Even women who were on estrogen for two days panicked."

Interestingly, two years later, the second arm of the study showed a reduction in breast cancer risk among women who, post-hysterectomy, were taking estrogen only. The latest research confirms HRT is not as ominous as women might perceive it to be, says Minkin. A subset of studies even links HRT to a lower risk of certain forms of cancer and heart disease.

Minkin herself has been taking low-dose HRT for more than a decade. "I feel terrific, my bones are healthy and I have no menopausal symptoms," she says. While Minkin recognizes she's an outlier, she also claims many women are not shying away from short courses of HRT. Even the U.S. Food and Drug Administration encourages women to manage symptoms by taking the lowest dose of HRT, for the shortest period of time.

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Tell your doctor about all the medicines you take including medications for overactive bladder or other medicines such as thioridazine (Mellaril[®] and Mellaril S[®]), flecainide (Tambocor[™]), propafenone (Rythmo[®]), digoxin (Lanoxin[®]). * Myrbetriq may affect the way other medicines work, and other medicines may affect how Myrbetriq works.

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Still squeamish about taking supplemental hormones, especially ones that have been manufactured in a lab using horse urine? You're not alone. A growing number of women are achieving relief with bioidentical hormones, herbal supplements, even simple lifestyle strategies—all three have ample evidence of efficacy.

"There are plenty of FDA-approved bioidentical hormone products on the market," says Minkin, who cautions women against purchasing "natural hormones" ground up with a mortar and pestle in someone's backyard. Studies show herbal supplements including soy isoflavones, evening primrose oil and black cohosh may also help curb symptoms such as breast soreness and hot flashes. Here again, though, purchasing from a reputable company is key, says Minkin.

Still, the safest solution for many holistically minded women is prioritizing self-care. "Sleep, nutrition, exercise and stress management go a long way in terms of helping women feel better," says Comite. Mindfulness practices including deep breathing, meditation and imagery can be extraordinarily effective at managing hot flashes.

If you choose to skip supplemental hormones, herbs and other forms of therapy, Minkin suggests a few ways to be more comfortable, including wearing layers (so you can shed them when you heat up) and using a personal clip fan on your bed frame. And steer clear of triggers. "Red wine, spicy food, monosodium glutamate—they're all likely culprits," she says.

After that, just sit back and try to enjoy the journey. Menopause is just a short-term transition to a new sense of freedom. If you can view it through this lens, the menopausal years could be the best of your life, say experts. ▼

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1984 Olympic Gold Medalist
and cancer survivor

LEGAL INSIGHTS
PRESENTS

Super Lawyers

LITTLE YOU Big Pharma

Nearly 70 percent of Americans take prescription drugs. Here's what the country's leading pharmaceutical litigators say you need to know

BY JESSICA CENTERS GLYNN

Christopher Seeger avoids prescription medications. As a plaintiff's attorney who has recovered more than \$8 billion in cases against the makers of Vioxx, Zyprexa, Rezulin, PPA and Gadolinium, the founding partner at Seeger Weiss in New York City has seen enough to be wary of even the most convincing safety promises. Still, Seeger realizes abstention is not realistic advice for many patients, so he tells family that if they must take something, find out how long it has been on the market first and opt for something that has been available at least a few years. "Newer drugs don't have as much time to work out the kinks," he says. "It takes time to hear about serious side effects."

One reason for that time lag between FDA approval and the discovery of problems, says Yvonne M. Flaherty, partner at Lockridge Grindat Nauen in Minneapolis. The FDA does not perform independent testing; it relies solely on the information the industry provides. "There's an assumption that the FDA has tested it and gone through all the data to make sure it's safe and unfortunately that's just not the case," she says. "The FDA does not have the resources to do that and relies on what manufacturers tell them."

Some companies realize a problem and quickly let the FDA and consumers know. Others do not, says M. Brandon Smith, partner at Atlanta-based Childers, Schlueter & Smith. "They may not share

a specific study, or they'll stop the study midstream because they don't like the results," he says. "They decide they can settle cases and still make billions, and it starts to sound like a John Grisham novel. We call that putting profits over people."

RESEARCH LAWYERS JUST AS THOROUGHLY AS THE DRUGS

When people suspect they have been harmed by a drug, Janet C. Abaray, managing shareholder in the Cincinnati office of Berg Simpson, says they should get their medical needs met, then speak to a lawyer. But don't dawdle. Some states require a lawsuit to be filed within a year of the injury.

How do you find the right lawyer? "The attorneys who really work up the cases and have real experience is a pretty small group," Abaray says. "A lot of people assume pharmaceutical cases go forward as class actions and that is not technically accurate. It's usually a consolidated process, called a multidistrict litigation. All cases will be sent to one court, but if the cases are tried, they're tried one at a time."

The court will approve and select leaders to head up those cases, and it's those attorneys who are best qualified to take on a pharmaceutical case. "It isn't necessary to have somebody local," Abaray says. "You're better off with someone who has a lot of expertise in the area." ■

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LEGAL INSIGHTS

Super Lawyers

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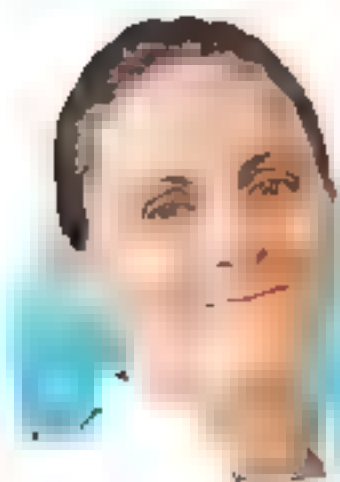
NACHO FIGUERAS

Quiénes no son aficionados al deporte del polo, quizá no reconozcan el nombre de Ignacio "Nacho" Figueras, pero de pronto sí reconocerán su cara. Con frecuencia Figueras es destacado en este círculo deportivo como el capitán del equipo de polo *Black Watch* de Ralph Lauren, jugando junto a los Príncipes William y Harry (ha sido embajador para la organización de caridad encabezada por Harry llamada *Senteble*). A sus 38 años, el emprendedor de iniciativas de caridad dedica su tiempo a participar en juegos caritativos y a enseñar a montar a caballo mientras intenta convertir el polo en un deporte más popular. Nacho ha trabajado más de una década como embajador para Ralph Lauren y como imagen de las fragancias para hombres. ♥



LHR

APRIL BLOOMFIELD Y LA CALLE FRIEL STREET EN LONDRES



APRIL BLOOMFIELD está a cargo de algunos de los restaurantes más apetecidos en Nueva York, donde se destacan *The Spotted Pig* y *The Breslin*, y habla sobre sus orígenes culinarios en Londres. Uno de sus primeros trabajos en restaurantes fue en *The River Café* donde aprendió a cocinar el tipo de platos que aparecen en su nuevo libro de cocina, *A Girl and Her Greens*. Cuando regresa a Inglaterra,

le encanta encontrar una buena taberna y rastrear ingredientes culinarios hasta su lugar de origen, en especial la flor de sauco y los huevos de gaviota. Aún cuando no tiene planes de abrir otro restaurante en Europa, dice que si le gustaría hacerlo algún día. "La moda de los restaurantes está creciendo en Londres", dice April, "y estoy complacida de ver qué está sucediendo desde lejos". — MATT McCUE

Bar Italia

"Cuando voy a Soho, voy a este bar por un capuchino y me siento afuera. Sirven un magnífico café y es un lugar perfecto para ver gente. Está abierto hasta tarde y no te preocupes por llegar a tiempo"

Barrafina

"La chef Nieves Barragán Mohacho sirve tapas deliciosas. Llego temprano para sentarme en la barra. Me gusta ordenar una copa de cava o rosé y, con frecuencia, una cerveza para la resaca, ¡ah!"

Ronnie Scott's

"Si te gusta la música en vivo, te gustará este sitio. Es famoso por la música jazz y me encanta que uno está cerca de los artistas en un ambiente íntimo".

The Dog and Duck

"Esta taberna es muy agradable para tomarse una cerveza y pasar un rato con amigos. Tiene un gran ambiente y una cantidad de cervezas de barril"



COORDENADAS

1 Bar Italia

22 Frith St
baritaliasoho.co.uk

2 Barrafina

54 Frith St
barrafina.co.uk

3 Ronnie Scott's

47 Frith St
ronniescotts.co.uk

4 The Dog and Duck

18 Bateman St
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BILL MACAITIS

► DIRECTOR DE MERCADOTECNIA EN SLACK

¿Sientes con frecuencia que gastas la mitad de tu día de trabajo en reuniones y la otra mitad respondiendo correo electrónico? Esto ha cambiado desde que él se convirtió en el director de mercadotecnia de la compañía *Slack*, con base en San Francisco, que ha desarrollado una aplicación de mensajería para ser utilizada en empresas. "Una vez más, trabajar es divertido", dice Bill. *Slack* está diseñada para funcionar como la única plataforma de comunicación en una empresa reemplazando la necesidad de utilizar una mezcla de correo electrónico, *Skype*, *IM* y otros medios comunicativos. La fuerza impulsadora es Stewart Butterfield, un empresario que también fundó *Flickr*, un servicio para compartir fotografías. Este año ha sido muy bueno para él. Desde que su nueva compañía fue lanzada en febrero de 2014, ha atraído más de US\$300 millones en financiamiento y en la actualidad cuenta diariamente con más de un millón de usuarios. —POR GENE REBECK

SEY: ¿Qué es lo que hace Slack?

MACAITIS: La mayoría de los equipos de trabajo utilizan *Gmail*, *Outlook*, *Skypechat*, *Google Hangouts* o mensajes de texto (siete u ocho formas de comunicación). Cuando deseas comunicarte con un miembro del equipo, no sabes cuál opción utilizar, y si necesitas revisar información antigua, tampoco sabes en donde buscar. *Slack* ha colocado todo este tipo de comunicaciones en un solo lugar y lo hace mucho más productivo reduciendo el correo electrónico interno. Hay empresas que han adoptado *Slack* y han dejado de utilizar email por completo.

¿Cómo se distingue Slack de las otras aplicaciones diseñadas para mejorar la comunicación en empresas?

Lo que nos diferencia es que integramos más de cien servicios distintos. Antes de que existiera *Slack*, pasaba el día utilizando entre siete u ocho sistemas y eso era una gran pérdida de tiempo. También revisaba cantidad de aplicaciones de negocios en busca de nuevas oportunidades de ventas, servicio a consultas del cliente en *Zendesk* y las últimas actualizaciones de códigos en *GitHub*. La integración de *Slack* te permite básicamente permanecer en un solo lugar.

¿Cómo genera ganancias Slack?

Ofrecemos un servicio mensual que es similar al modelo de *Cloud*. Existe un periodo de prueba y cuando el cliente decide pagar por el servicio, agregamos más opciones. Vamos a lanzar un plan de negocios este año que añadirá más servicios.

¿Cuál es el futuro de Slack?

Queremos convertirnos en la base principal de la tecnología, no sólo en un paso más en un paquete de tecnología. Creemos que esta plataforma es perfecta para todas las aplicaciones de negocios y vamos a ampliar integraciones. Por ahora hemos integrado unas 100 y tenemos como objetivo llegar a 300 o más.



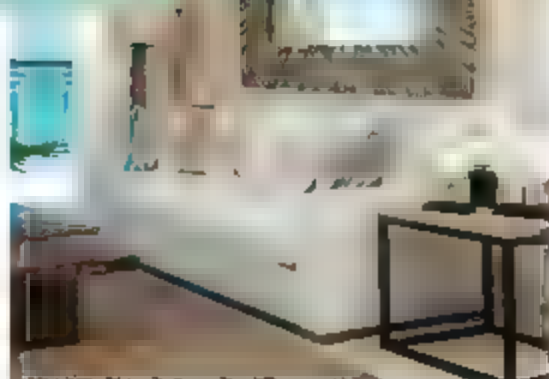
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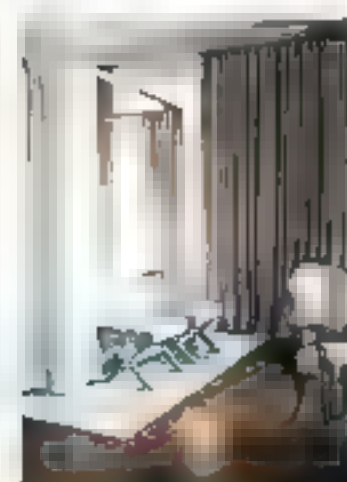
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Puerta América

Cada piso fue diseñado por un arquitecto diferente. Quizás el más impresionante es el que tiene las habitaciones creadas por la diseñadora iraní-británica, Zaha Hadid: diseños puros y a su vez glamorosos. hoteipuertamenca.com



ROMÁNTICO



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Este edificio neoclásico data de los años 1900. Las jóvenes parejas pueden subir las hermosas escaleras de mármol o tomar el elevador de madera y vidrio restaurado de acuerdo a la Belle Époque. hotelurso.com/es

VIAJERO CON POCO PRESUPUESTO

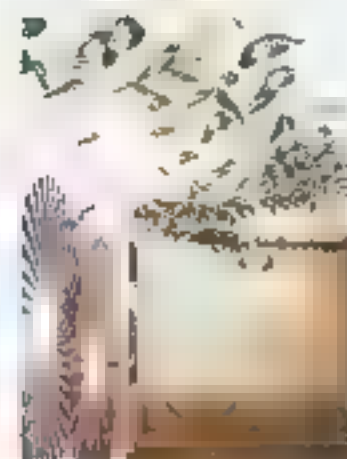
ACTIVIDADES MATUTINAS

Matadero Madrid

Hacia el sur de la ciudad se encuentra el Matadero, que es notable tanto por su tamaño como por la elegancia de los edificios antes utilizados como mataderos. mataderomadrid.org



AMANTES DE LA BUENA COMIDA



ALOJAMIENTO

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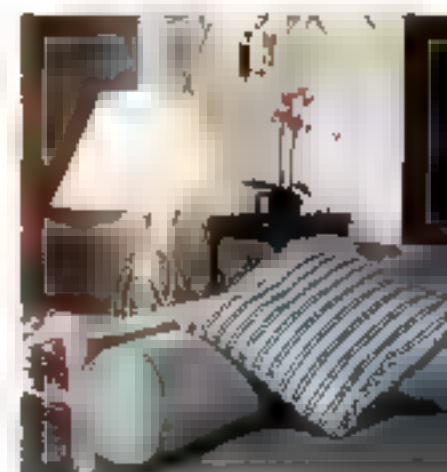
La atracción en este hotel ideal para los negocios es la superestrella culinaria David Muñoz. Quienes se exceden un poco, tienen a su disposición un gigantesco gimnasio. nh-collection.com

COMPRADOR DE LUJO

ALOJAMIENTO

Villa Magna

La Suite Real tiene una habitación para un piano de cola y para una mesa de comedor con diez puestos. Las suites más modestas ofrecen duchas con efectos de lluvia y un gran panorama sobre la Calle de Serrano. <http://www.villamagna.es>



MAD

MADRID

ESTA VIBRANTE CIUDAD DELEITA TANTO A LOS VIAJEROS COMO A SUS RESIDENTES.

POR TREVOR BAKER

Localizada a unos 600 metros de altura, Madrid es una de las ciudades más altas en Europa. Posiblemente esa es una razón por la cual otras ciudades españolas a veces opinan que los madrileños tienen una actitud de superioridad. A pesar de que algunas veces parece ser la gran señora del mundo de habla hispana —gracias a sus grandes plazoletas, arrogantes estatuas y una arquitectura extravagante e imperial, Madrid es un lugar humilde y sin pretensiones.

Los extranjeros son acogidos en los bares de tapas y, a diferencia de otras ciudades, no existe la sensación de que los habitantes locales compiten por espacio con los turistas. Aquí te enamoras de la ciudad y también puedes vivir en ella y tanto los extranjeros como sus habitantes lo prefieren de esta manera.

HORA DEL ALMUERZO

Alabaster

A unos pocos minutos caminando desde el Museo del Prado, este restaurante gallego tiene la reputación de ser "el mejor puerto de España". La merluza con limón y salsa "pil-pil" (aceite y salsa espesa de ajo) es una gran creación artística. restaurantelalabaster.com



◀POR LA TARDE Museo Reina Sofía

Parte de la galería Reina Sofía está dedicada a la *Guernica* de Picasso, no sólo la representación del bombardeo de la ciudad vasca durante la Guerra Civil Española, sino también los bosquejos durante la creación de la obra. museoreinasofia.es/en

PARA BEBER ▶ Platea

Desde el bar en Platea, que era un teatro de arte deco y ahora es un lugar para comida elegante, puedes observar a los madrileños deleitándose con las tapas. plateamadrid.com

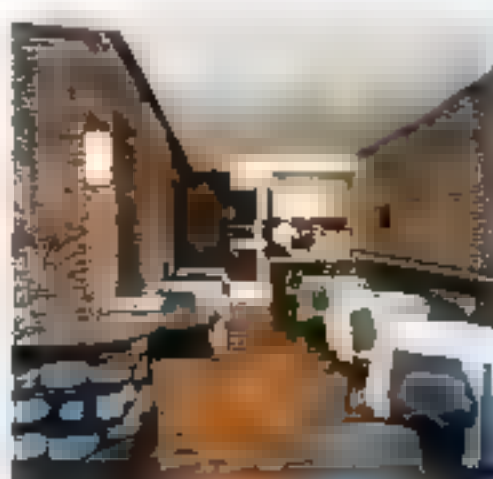


ACTIVIDADES MATUTINAS Parque del Retiro

Pocas cosas garantizan una buena cita amorosa pero posiblemente funcionará llevando a tu ser querido a ver los patos y las frenéticas tortugas en el Parque del Retiro.

HORA DEL ALMUERZO ▶ Hortensio

Junto con el estilo rústico y el área frondosa para sentarse, Hortensio tiene un toque similar a un "bistró" parisense. El chef colombiano Mario Valles ha mantenido todo intencionalmente pequeño e íntimo con un menú sencillo que ofrece platos como el colondo y vigorzante ceviche de robalo. hortensio.es



◀TRAGO NOCTURNO

Círculo de Bellas Artes

Con pinturas enormes y techos altos, el café La Pecera en el Círculo de Bellas Artes, te transporta a la época romántica de los bulliciosos años 20. Mejor aún es el panorama de la Gran Vía desde el bar en la azoleta. circulobellasartes.com

HORA DEL ALMUERZO ▶

Los Huevos de Lucio

¿Quién necesita comer comida elegante cuando puedes disfrutar de los huevos rotos de Lucio? Este es un plato similar a una tortilla y a los huevos revueltos servido con papas fritas sobre una gran cantidad de grasa. Los 12 euros que pagas te dejarán lleno todo el día. casalucio.es



TARDE EN LA NOCHE Tupperware

Decorado con caricaturas de Batman y con bolas de ojos de películas de horror, este bar localizado en el área de Malasaña no es un lugar que toma las cosas muy en serio y es el sitio perfecto para los frikis madrileños. facebook.com/Tupperwarebar

PARA DESAYUNAR ▶ Chocolatería San Ginés

Ve a allí a las 8:00 am y encontrarás hedonistas exhaustos sentados junto a trabajadores de oficinas. Los churros con chocolate son muy buenos para disfrutarlos después de una noche de fiesta o como un desayuno con bastantes calorías. chocolateriasangines.com

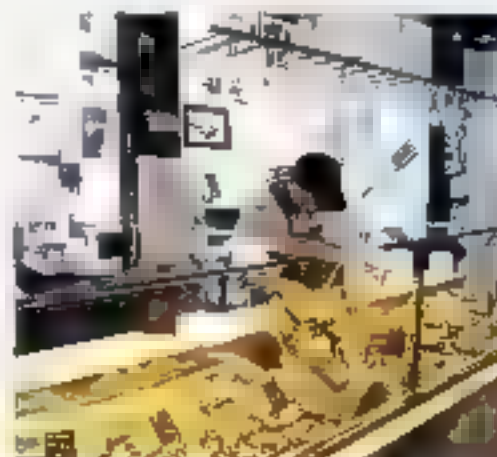


◀PARA ALMORZAR Punto MX

Cuando golpean la mesa con un hueso de caña y la médula ósea blanca brilla, te das cuenta que Punto MX no es el típico restaurante México-europeo. Los sabores naturales y sofisticados son creaciones del chef mexicano Roberto Ruiz. puntomx.es

HORA DE CENAR ▶ Mercado San Miguel

Antiguamente los mercados eran sitios donde las abuelas iban a abastecerse de verduras. Pero, en este resplandeciente y renovado mercado de carnes frías, puedes probar ostras y paella así como olivas y champaña hasta las 2:00 am. mercadosanmiguel.es



TRAGO NOCTURNO

Museo Chicote

Este museo fue abierto en 1931 por el cantinero Perico Chicote para ofrecer su "colección" de cócteles. Aún cuando ha sido modernizado, con disk jockeys y música latina, los cócteles siguen siendo tratados como obras de arte. grupomercadodelareina.com/en/museo-chicote-en

ACTIVIDADES MATUTINAS

Calle de Serrano

El vecindario de Salamanca es un paraíso para las compras de lujo. Sin embargo, la Calle de Serrano se destaca aún más. Allí encontrarás la moda española y marcas como Gucci, Armani, Bulgari, Cartier y otras más.



◀POR LA TARDE Maty

Toma años el convertirse en una buena bailarina de flamenco. Sin embargo, para parecer una buena bailarina, sólo necesitas un bello vestido y un buen par de zapatos que podrás comprar en esta tienda. 2 Calle del Maestro Victoria

HORA DEL CÓCTEL ▶ The Roof

En los años 20 el Hotel Reina Victoria, ahora el ME Madrid, era el lugar donde se reunían los toreros. En la actualidad es más factible encontrar celebridades saboreando cócteles en la terraza del The Roof. melia.com



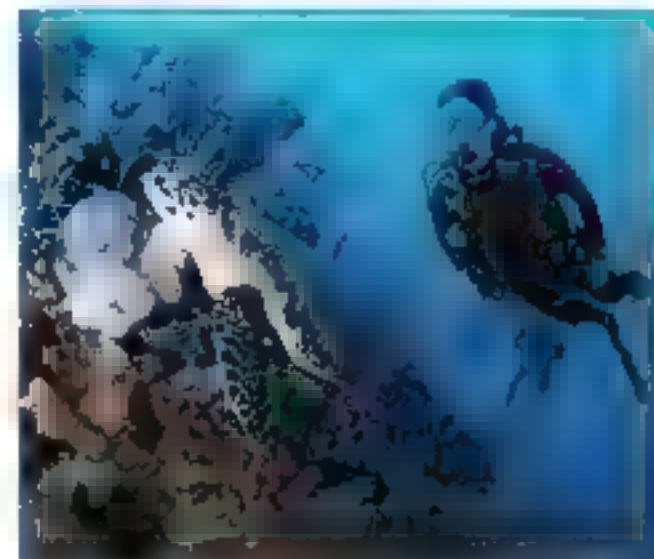
Para más información sobre Madrid, visita delta.com/skymagazine.



PLS

LAS JÓVENES TURCAS

Seis días de relajación en las islas Turcas y Caicos pueden revigorizar a cualquiera **POR JASON OLIVER NIXON**



Un poco cansado de viajar por el mundo y listo para recibir un toque de rejuvenecimiento, decidí tomar “mis” vacaciones. Había estado trabajando demasiado y necesitaba un muy buen descanso, pero no tenía idea a dónde ir. Tenía ganas de descansar en una playa pero también quería tener a la mano actividades relacionadas con deportes acuáticos y buceo, además de una excelente cocina y un frío cóctel, o de pronto tres.

Unos amigos me sugirieron la isla de San Bartolomé pero ya conocía ese lugar. Otras islas en el Caribe no me llamaban mucho la atención.

Al final, y después de hacer un poco de investigación, decidí escoger el archipiélago de Turcas y Caicos. Veamos: ¿Un sitio relajante? Sí. ¿De fácil acceso? Sí. ¿Menos de cuatro horas desde Nueva York y apenas a una hora y 40 minutos desde Miami? Sí. ¿Excelente buceo? Sí, tiene el tercer sistema de barreras de arrecifes en el hemisferio occidental, las playas son hermosas y ofrece cantidad de deportes acuáticos. También descubrí que estas islas tienen centros vacacionales que se acomodan a todo tipo de gustos y costos además de

tener en cuenta una buena comida y vino. ¡Qué bien!

Decidí considerar el alojamiento *Gansevoort*, con su ambiente atractivo y moderno al estilo Mediterráneo. También visité el relajante *Blue Haven* y tengo unos amigos que disfrutaron de un viaje a *Grace Bay Club*. Al final decidí despilfarrar en “mis” vacaciones y escogí dos centros vacacionales privados y relajantes.

Vacaciones, ¡aquí voy!

Primera parada: **Amanyara**. Localizada hacia el final de Providencia es, es la isla principal de Turcas y Caicos llamada Provo y es el centro de negocios y turismo, similar a un centro zen para la relajación, con hermosas villas y pabellones en medio de lagunas rodeadas de manglares y piscinas infinitas con una vista al mar.

En mi primera mañana voy a nadar, juego tenis, voy a bucear cerca del **Northwest Point Marine National Park** y troto en los bosques que rodean el lugar. Me dan un masaje holístico y hago ejercicios de ‘pilates’. Hacia el atardecer ceno con una fantástica comida asiática mientras saboreo una copa de vino rosado frío. Durante los siguientes tres días practico relajación, yoga al aire libre, descubro un par de personajes famosos y

NORTHWEST INDIAN MARINE NATIONAL PARK

AMANYARA

DAUNCEIA K

PROVIDENCIALES

WEST CAICOS

DE IZQUIERDA
A DERECHA:
Rocky Point
Villas en Parrot
Cay by COMO;
Buceo de
superficie.

¿DÓNDE COMER?

En *Da Conch Shack* en Providenciales puedes probar una ensalada de concha y un ponche de ron. En *Infiniti Restaurant & Raw Bar* en Grace Bay Club, puedes comer elegante comida a lado de la playa y combinar langostinos a la parrilla y salmón tamarindo rostizado con el sonido de las olas.

¿DÓNDE HOSPEDARSE?

Mientras que Amanyara y Parrot Cay by COMO son tantas cosas, quienes buscan una estadía tipo apartamento cerca de Providenciales pueden tener en cuenta los lujosos centros vacacionales *Tuscany* y *Venetian*, localizados en Grace Bay. Ambas opciones ofrecen excelentes apartamentos a frente de mar, junto con cocina fina y gran variedad de atenciones.

descanso en este hermoso lugar.

A continuación, **Parrot Cay by COMO**.

Cuando salgo de Amanyara y regreso a través de Provo, me pregunto si estoy haciendo lo correcto yendo de un centro vacacional a otro.

Me subo en una lancha a motor de Parrot Cay que me llevará por treinta y cinco minutos hasta la súper exclusiva isla y luego me tranquilizo. Llegamos al embarcadero cubierto por palmas en la isla y estoy listo para la segunda aventura.

Parrot Cay by COMO es un hermoso centro vacacional con villas privadas. Me registro en mi elegante habitación con terraza privada y una vista perfecta del océano.

Voy a hacer largas caminatas por la playa, me hago un masaje facial, ensayo yoga en el spa del hermoso centro vacacional **COMO Shambhala** y descanso al lado de la piscina. Voy a jugar tenis, luego me dan un increíble masaje tailandés, voy a una excursión de buceo de superficie y descanso otra vez en mi terraza.

Es hora de regresar a los Estados Unidos. Estoy contento porque mi mente se ha aclarado, he rejuvenecido y estoy totalmente descansado. En la lancha de regreso a Provo y a mi mundo real, tomo una fotografía mental de las playas que llevaré conmigo por días a medida que retorno al pavimento caliente en Nueva York. ▼

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➤ A LA CARTA



“REFRESCANTE Y FRUTADO”

Este gazpacho es la manera perfecta para celebrar el último mes de verano **POR INGRID HOFFMANN**

Me encanta toda clase de sopas y durante el verano, cuando las temperaturas suben a extremos, la única sopa que me llama la atención es una fría y cremosa, el gazpacho. Esta es una sopa española fría preparada tradicionalmente con verduras crudas en base de tomate. Es refrescante y con un gran sabor e ideal para tomarla tarde en la mañana o a la hora del almuerzo.

Pero, ¿por qué ser tradicionales? Mi versión del gazpacho es un poco más picante y mezclada con arándanos, sandía y pimentón. Para una alegre presentación, me gusta servirla en copas para aperitivos.

Para quienes cocinan en casa y les encanta ensayar con sabores, el gazpacho es perfecto para el verano. ¡Buen provecho! ♥



GAZPACHO DE ARÁNDANOS Y SANDÍA

PORCIONES 4

- 5 tazas (cubos de 1 de pulgada) de sandía sin semillas
- 1 taza de arándanos frescos
- 1 pepino mediano pelado y cortado por la mitad a lo largo, sin pepas y cortado en cubos de 1 de pulgada
- 3 tazas de vinagre con 1 litro de agua
- 2 tazas de hojas de cilantro a la mitad
- 1/2 cebolla roja mediana picada
- 1/2 pimiento amarillo mediano sin corazón sin semillas ni nervaduras y picado
- 1/2 taza de ajonjolio pequeño sin semillas y picado finamente según sea necesario

Sal kosher

Pimiento negro recién molido

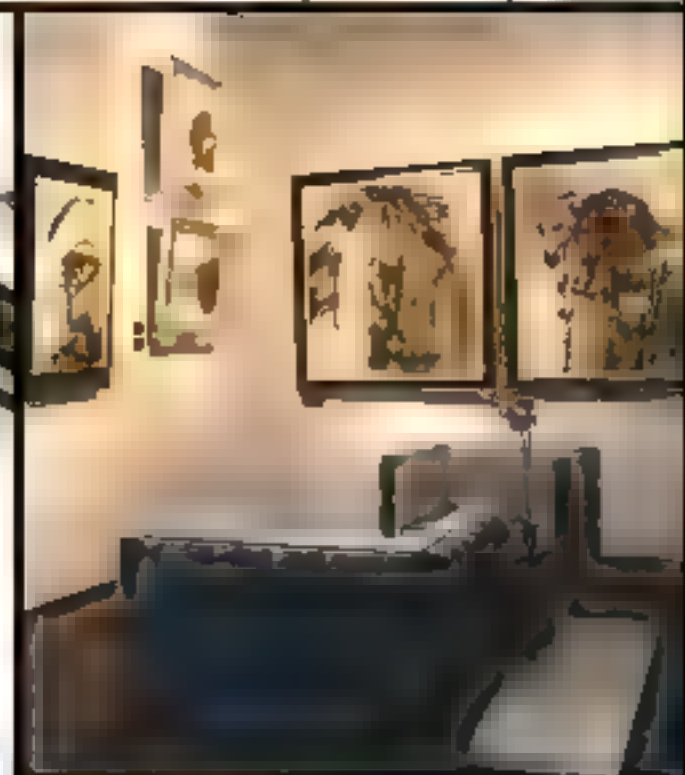
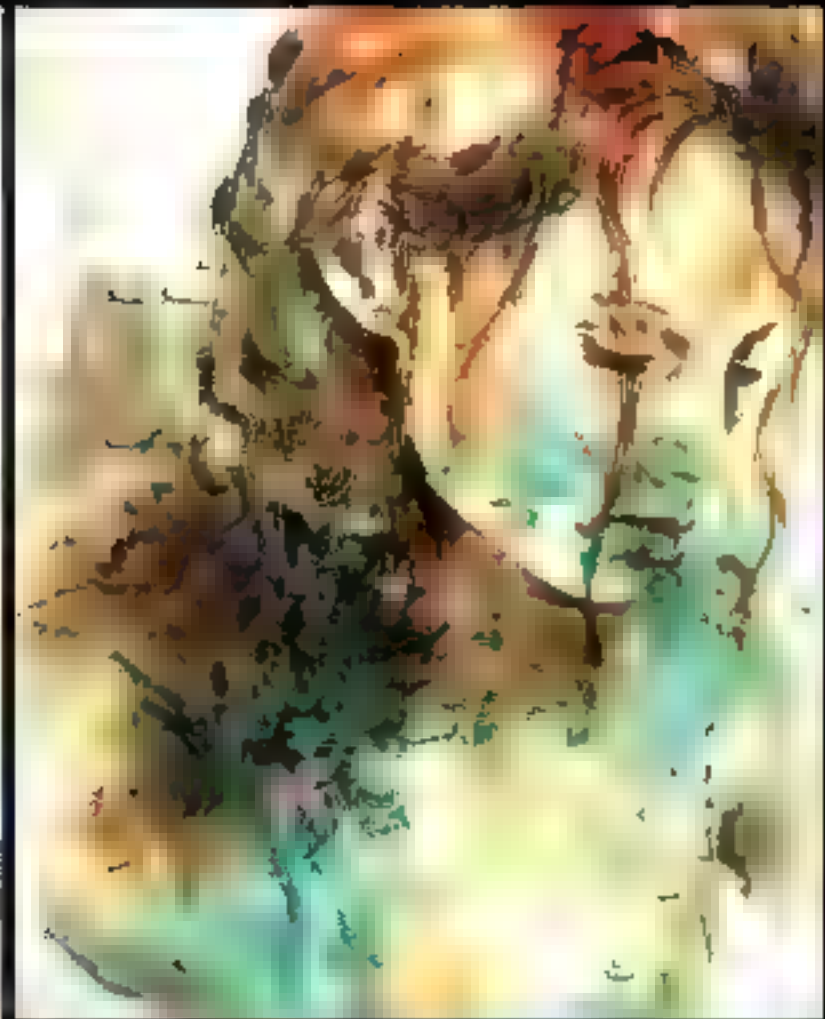
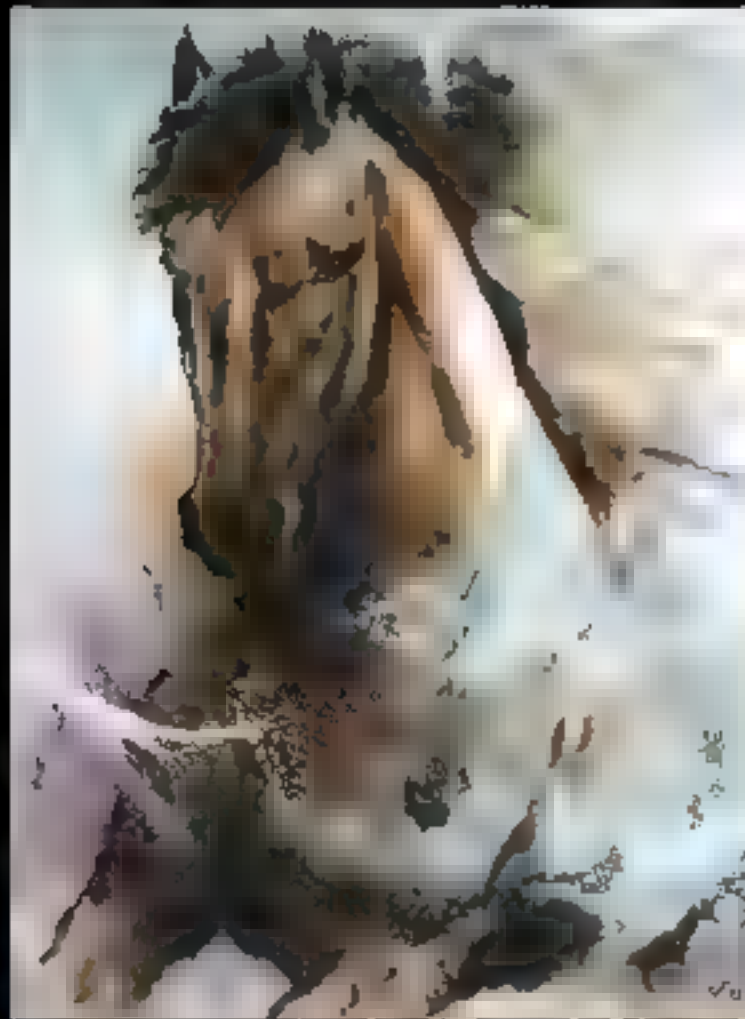
(opcional)

aguacate maduro Hass partido por la mitad pelado sin semilla y cortado en rebanadas

1 Prepara un puré con 4 tazas de sandía, los arándanos, la mitad de pepino y el vinagre en una licuadora o en un procesador de alimentos. Agrega el cilantro (reservando una cucharada), la cebolla y pimiento amarillo y la cantidad que quieras de ajonjolio picado finamente. Vierte la mezcla en un recipiente y añade el resto de la sandía y el pepino. Sazona con sal y pimienta si lo deseas.

2 Cubre y refrigera hasta que se enfríe por lo menos 2 horas y por un máximo de 5 horas.

3 Sirve la sopa en platos hondos, añade el aguacate y luego esparce sobre las porciones el resto de cilantro. ¡Revela tu



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THE CHANGING ART OF LUXURY

CONTINUED FROM PAGE 69

All of this comes at a time when the confluence of art and big money is raising questions of its own. London's Frieze Art Fair, Paris' Foire Internationale d'Art Contemporain, Art Stage Singapore, Art Basel and the New York spring auctions are now on the calendar of global events for the world's ultrawealthy, alongside the World Economic Forum in Davos, the Cannes Film Festival, Royce, Ascot and the global fashion weeks. Prices for contemporary art are hitting breathtaking heights: Christie's sale of 75 pieces in New York last November brought in \$853 million, setting price records for eleven artists.

This money culture, noted Camille Paglia in *The Wall Street Journal*, means that the art world now "suffers from a monolithic political orthodoxy—an upper-middle-class liberalism far from the fiery antiestablishment leftism of the 1960s." Paglia also lamented the separation of artistic expression from "the manual trades, which share skills, methods and materials with artistic workmanship."

This shift away from traditional production is apparent in luxury as well. As much as luxury customers may value

the "Made in..." label, some luxury production has quietly been shifting from France, Italy and other familiar manufacturing centers to Poland, Bulgaria and points east. Despite the vaunted value of craftsmanship, technical expertise can be taught anywhere. (Remember that many ancient Western luxuries were "Made in China.") And with everything from high-end plumbing fixtures to entire mansions now being 3-D-printed, the primacy of handcrafted luxury itself may be in doubt.

As long as there are places and ways to get the same results for less, the old guard of luxury will not be competitive. With sufficient effort and investment, anyone can become the best in their category. Creativity, on the other hand, must be nurtured from within. And it is unbounded, artistic imagination that keeps luxury out of the ordinary. But to many, art, like luxury, is being suffocated by money. Both are victims of their own success.

THE LUXE ARTS

This critique ignores an essential, perhaps inconvenient truth about the relationship between art and luxury. While we like to believe in the purity of artistic expression, art has always been linked to

big money—since before the Medici, since the pharaohs, at least.

Take a close look at the world's great art museums and it soon becomes apparent that they are vast repositories of luxury goods. From ancient Egyptian funerary totems to illuminated manuscripts, royal portraits, silver tea services and haute couture gowns, museums are vast collections of products made for political, religious or commercial elites. Working under their patronage, highly skilled craftsmen invested creativity and emotion to make something that can impress those who merit or are used to the best. It is only the passage of time that converts these objects from high-grade consumer goods into art and cultural heritage.

Despite the focus on the material, real luxury is more about ideals than it is about things. Chanel No. 5 remains relevant, barely changed, a century after its creation. More than the mere extension of a fashion brand, from perfume to packaging, Coco Chanel drew inspiration from her cohort of avant-garde friends—Picasso, Cocteau, Stravinsky and so on—who were pushing aesthetic boundaries with controversial, new, abstract forms. Attuned to modernism, art deco

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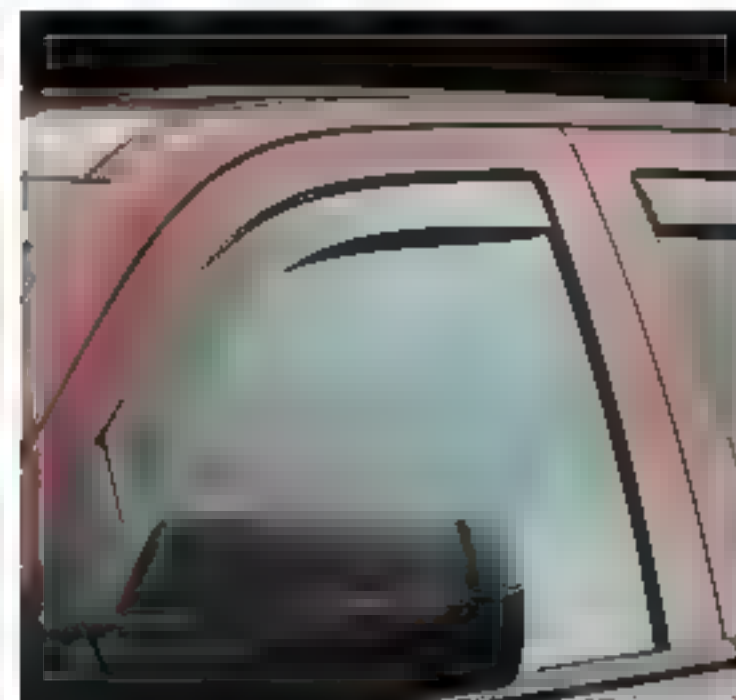
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Art Lover: Joaquín Cortés, Román Lores, Museo Nacional Centro de Arte Reina Sofía, Sulevici/Pablo Picasso, VEGAP Madrid (2) (Guernica, 1937) **Romantic:** Shutterstock.com, Debra Molador Retivo/Park, Factotum/Alamy (3) **Círculo de Bellas Artes:** **Budget Traveler:** Carlos Sanchez Pereyra/Alamy, Matadero Madrid, Bincade Amor/Upperware, Alex Segre/Alamy/Chocolatería San Ginés, **Foodie:** imageBROKER/Alamy (La Venencia), Rodrigo Vazquez (Punto MX) **Luxury Shopper:** Manuel Villar, Villa Magna, Cristina Aras/Contributor/Getty Images (Maly)

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Atlantide Phototravel/Corbis, Louis Vuitton Foundation; Stephan Gaudreau/Fligrophoto/Contributor/Getty Images (Bernard Arnault)

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Left/Right: Alain Jacard/AFP/Getty Images, Tull & Bruno Morandi/Corbis, Dominique Faget/AFP/Getty Images, Arant de Phototravel/Corbis, Chesnot/Getty Images

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Art Lover: Madrid) **Amante del Arte:** Zaha Hadid, Puerta America, Joaquín Cortés, Román Lores (Museo Reina Sofía) **Románticos:** Factotum/Alamy (Círculo de Bellas Artes) **Viajero con Presupuesto:** Carlos Sanchez Pereyra/Alamy (Galería de Arte Matadero), Maria John Still/Alamy (Los Huevos de Lucio), Alex Segre/Alamy (Chocolatería San Ginés) **Amante de la Buena Comida:** Rodrigo Vazquez (Punto MX) **Comprador de Lujo:** Manuel Villar (Villa Magna), Cristina Aras/Contributor/Getty Images

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Warner Bros. (4, 5), (2) Scott Garfield, NBC Universal (2) Barry Wetcher/Twentieth Century Fox (3) Disney Enterprises, Inc. (6) Sony (7, 8) Disney & TM 2014 LFL (9)

Alex Bailey/NBC Universal (10)

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* Cartoon Saloon, Melusine Productions, The Big Farm, Superprod, Norlum/Captive Entertainment, Song of the Sea; Paramount Pictures (1) Terry Steiner, The National Inc. (2) Alex Bailey/Twentieth Century Fox (3) Andrew Cooper/Entertainment In Motion (4) Sony (5) Colin Jones/TopFoto/The Image Works (6) Giles Keyte/Company Pictures, Playground Entertainment for BBC 2015 (Wolf Hall); HBO (Besse), SHOWTIME is a registered trademark of Showtime Networks Inc. a CBS Company, Ray Donovan (7) Showtime Networks Inc. All rights reserved. James Duncan Davidson, TED (Kelsey McNeal, Brave/NBC Universal, Grounds for Divorce) Fox, New Girl, ABC, The Goldberrys, North One TV & All Media International, Travel Man, 48 Hours (8) Ellis O'Brien, BBC Worldwide (Top Gear, Ambitious But Rubbish) Adam Kuchler/SCAD (On Creativity)

and even dada, Chanel developed the first abstract scent of a woman, neither chastely floral nor sensually musky, but both: a complete being, to reflect her personal vision of emancipated womanhood.

And despite the focus on illustrious history, real luxury is about the future. Louis Vuitton, the man, the trunk maker, saw his purpose as revolutionizing “the art of travel.” He worked with designers, engineers and other innovators to change the way people thought about packing at a time when railroads and steam engines were making society more mobile. In privileged dialogue with its upper class customers, the company had long sought to engage them intellectually and emotionally with forward-looking imagery. The essence of travel is forward motion, exploration and discovery of new places and of new aspects of oneself in the process.

IN SEARCH OF TIMELESSNESS

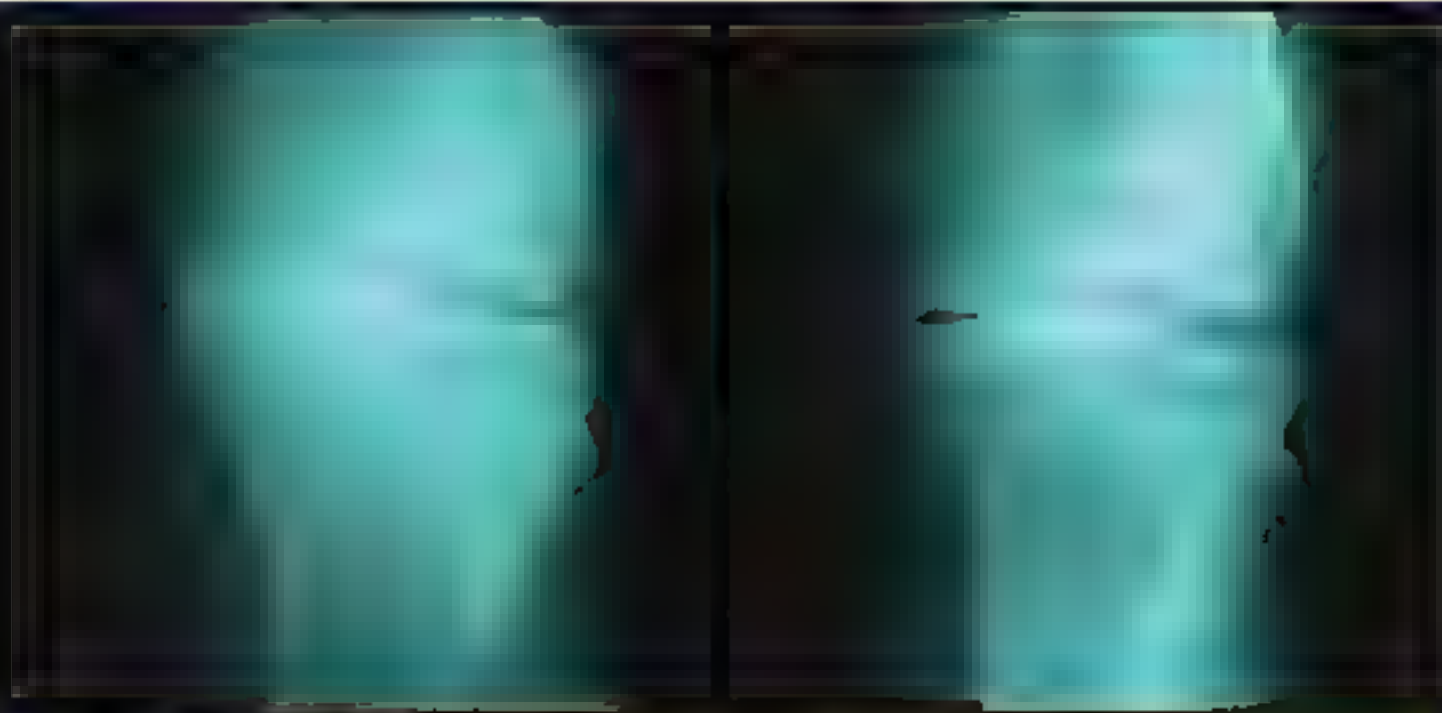
If Bernard Arnault's legacy is polarizing, it is only because, in a sense, he encapsulates our ambivalence toward luxury itself—drawn by its richness, yet at times scornful of its extravagance; reverential of disappearing skills, yet hungry for innovation. And in luxury's new business model, the scrutiny of financial market analysts has been added to those of fashion editors, setting commercial, quality and creative imperatives at odds.

This is a complex challenge for brands whose very essence depends on balancing leadership with fantasy, heritage with novelty and profitability with the open-ended risk taking of creative experimentation.

The Louis Vuitton Foundation seems to acknowledge a new truth: If luxury is to continue to delight us with the unexpected, it must be about something more than opulence, more than tradition. In a world of material wealth, it must lead and incite rather than comfort. Luxury, real luxury, is always ahead of us. It is what we are unaccustomed to. So its future is whatever provides an antidote to the present.

Is today's luxury tomorrow's art? Only time will tell. ▀

THE CENTER FOR REGENERATIVE MEDICINE A NON-SURGICAL TECHNIQUE TO FIGHT AGAINST ARTHRITIS AND SPORTS INJURIES



The Knee Diaries: SJ is a 60-year-old male with the chief complaint of knee pain who visited The Center for Regenerative Medicine over a year ago. He was diagnosed with bone-on-bone osteoarthritis of the left knee, causing much pain and discomfort, at that point he was told only a total knee replacement could help him. He is otherwise healthy. On exam he had point tenderness to the medial side of the left knee (medical lingo: inner side). An X-ray showed severe arthritis of the knee (X-ray on the left). Patient started receiving treatments at The Center for Regenerative Medicine. Today he is feeling better (X-ray on the right).

This is how it works: The physician introduces **Cell Therapy** into damaged, arthritic cells by means of a precise injection. This process is followed by several other modalities, including Collateral Artery Flow Exercises (C.A.F.E.), in order to accelerate the process. Depending on tissue damage, severity of the condition and the size of the joint that needs to be injected, people usually need a series of 1 to 6 treatments to improve. There is usually no downtime, and people can go back to their usual activities or work immediately. The treatments can help most musculoskeletal problems such as low back pain, neck pain, knee pain, shoulder pain, whiplash, sciatica, tendinitis, sprain, strains, torn ligaments and cartilage damage.

Located in Miami, Florida, The Center for Regenerative Medicine includes a team of professionals that are dedicated to improve your quality of life, paving the way to enhance the science of non-surgical orthopedic medicine. World champions, sports legends, professional and amateur athletes, dancers, and people with just plain pain and arthritis go to The Center for Regenerative Medicine for nonsurgical orthopedic care. Using the facility to improve their condition, thousands of successful cases have been treated over the past twelve years.

For more information and to read more on “The Knee Diaries”, please visit www.arthritisusa.net or call (305) 866-8384.

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IN FLIGHT INFORMATION & ENTERTAINMENT

DELTA SALUTES



Delta Honors Diverse Suppliers at 16th Annual Star Awards

Every year Delta recognizes its top small business, minority- and women-owned supplier partners and employees who have made significant contributions to the advancement of supplier diversity.

At this year's Supplier Diversity Star Awards on March 25 at the Delta Flight Museum, Gil West, EVP/COO; Greg May, SVP of Supply Chain Management, and additional Delta leaders and colleagues praised honorees for the value they create, which is driven by collaborative engagement.

"This event is a wonderful opportunity to say thanks and celebrate our successful partnerships, which are built on Delta's core values, including honesty, integrity and respect," says May. "Our partners and employees are helping Delta to create an inclusive and diverse supplier base that reflects the communities we serve."

Honorees are nominated and selected by a review committee based on several categories, including quality, value creation, innovation, customer service, cost savings and community involvement.

delta.com/supplierdiversity

This year's winners include:

- Small Business of the Year: **PHS/MWA Aviation Services**, Temecula, Calif.
- Minority-owned Business of the Year: **Agile*1**, Torrance, Calif.
- Woman-owned Business of the Year: **GAT Airline Ground Support**, Mobile, Ala.
- Corporate Real Estate Business of the Year: **Creative Construction Services Corp.**, Cambria Heights, N.Y.
- Catalyst Award: **Reginald Williams**, CEO of **Procurement Resources Inc.**, Peachtree City, Ga.
- Team of the Year: **Delta Cargo and Ground Support Equipment (GSE)**

SKY'S THE LIMIT

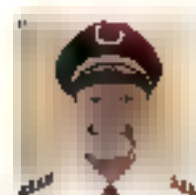


Who:
Nancy Heckerman
Flight attendant
Based In:
Tampa

Favorite Destination: Oahu, Hawaii

- 1 I walk around **Kapitolani Park**, passing the zoo, Waikiki Shell, Waikiki Aquarium and the beautiful views of the beach and Diamond Head.
- 2 Enjoy a "malasada" (doughnut) from **Leonard's Bakery** and a plate lunch (chicken, macaroni salad and scoop of sticky rice) from the **Rainbow Drive-In**, both on Kapahulu Avenue near the zoo.
- 3 Hop on the shuttle (\$10) to the **Aloha Swap Meet** at Aloha Stadium. Admission is only \$1 and it's a wonderful place to buy gifts, food and music to take back home.

PILOT'S PICK



Who:
First Officer
Chad McNutt
Based In:
Atlanta

Restaurant: **Colosseo Ristorante** in San Francisco

Authentic Italian cuisine in North Beach is at Colosseo. I enjoy starting with the antipasto Colosseo, an assortment of Italian cold cuts, such as mortadella and prosciutto di Parma, plus pecorino Romano cheese and olives. You can't go wrong with their handmade pastas, pizzas or entrées. The Pomodoro Parmigiana is my favorite. Buon Appetito! colosseosf.com





ON LOCATION

First-time director Russell Crowe—along with the rest of his *The Water Diviner* cast and crew—headed to Turkey, where much of the film was shot on location in Istanbul's Galipoli and Kayakoy villages. Fun fact: The movie was actually the first ever allowed to shoot scenes inside the famous Blue Mosque.

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Movie |
| 2. Furious 7
Movie | 8. House of Cards
Television |
| 3. True Story
Movie | 9. Star Wars Rebels
Television |
| 4. Mike & Molly
Television | 10. A Little Chaos
Movie |
| 5. The Water Diviner
Movie | 11. The Big Bang Theory
Television |
| 6. Tomorrowland
Movie | 12. iZombie
Television |

3 WAYS TO WATCH

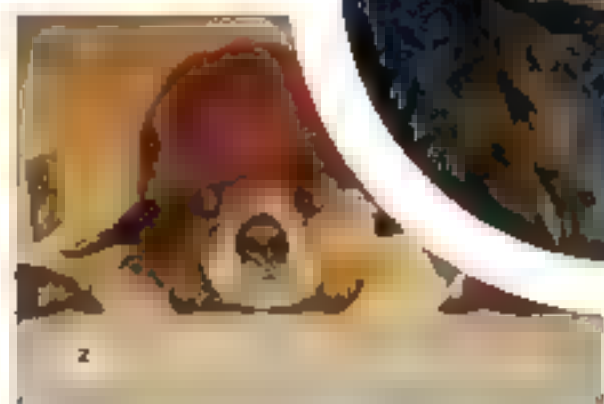
- 1. **Seatback Screens**
- 2. **In-Flight Streaming on your laptop, tablet or smartphone**
- 3. **Overhead Screens**

Closed Captioning A selection of on-demand movies is available for customers who are deaf or hard of hearing. Captioning is available via seatback screens noted to the right of each title and are highlighted with the CC icon on the following pages of Sky. To turn captions on or off, touch the CC icon on your screen once your video starts. Delta is committed to providing a great entertainment experience for all customers. Captioning is currently available on all A330, B737-900ER, B747-400, B777-300ER, B767-300ER and some B757 and 737-800 aircraft, with more added every month.

MOVIES



Song of the Sea
Voiced by Lucy O'Connell and David Rawle, Saoirse, a little girl who can turn into a seal, goes on an adventure with her brother to find supernatural creatures from the land of a Celtic goddess.



1. Mission: Impossible
Stars Tom Cruise. When an agent is framed for the murder of his team, he must uncover the real motive without the help of his impossible Missions Force.

2. Paddington
Stars Hugh Bonneville (voice). A Peruvian bear in search of a home travels to London's Paddington Station, where the Brown family sees him and offers him a place to stay.

3. Far From the Madding Crowd
Stars Carey Mulligan. From Thomas Hardy's famous novel, the story of strong-willed farm owner Bathsheba Everdene and her choice of three suitors.

4. Insurgent
Stars Shailene Woodley, Theo James, Kate Winslet. This continues the fight against the powerful alliance, which threatens to tear apart their once-peaceful society.

5. Lambert & Stamp
Stars Chris Stamp, Kit Lambert. A documentary depicting the journey of the aspiring filmmakers who eventually became the producers of The Who.



In-Flight Savings Receive a 20% savings in the form of a statement credit after you use your Card on eligible Delta in-flight purchases of food, beverages, movies, television shows, video games and audio headsets. Some in-flight purchases do not apply.

Card Members will receive a 20% savings in the form of a statement credit on eligible pre-purchased meals, in-flight purchases of food, alcoholic beverages and audio headsets, and movies, shows and video games accessed via Delta's seatback in-flight entertainment system on Delta-operated flights. Savings do not apply to any other in-flight purchases, such as in-flight wireless Internet access, shows and movies accessed via a personal electronic device and associated services, Delta DutyFree and charitable contributions. To receive the savings, Card Members must use their Delta SkyMiles Credit Card from American Express to complete the in-flight purchase. Savings will appear as a statement credit 6-8 weeks after the transaction is posted to the Card Member's Card account. Offer is subject to change without notice. Additional terms, conditions and restrictions may apply. See delta.com/skywardcard for details.

FEATURED MOVIES

EUROPE

Midnight in Paris
An American Werewolf in London
Notting Hill
The Talented Mr. Ripley
Chocolat
Leap Year
Moulin Rouge
The Secret and the Passion
The Pianist
National Lampoon's European Vacation
The Untouchables
The Untouchables
The Untouchables
The Untouchables

COMEDY

Hot Pursuit
Paul Blart: Mall Cop 2
White Men Can Juggle
The Wedding Reception

ACTION & ADVENTURE

Tomorrowland
Furious 7
Insurgent
Marvel's Avengers: Age of Ultron

SKY KIDS

Big Hero 6
Paddington
Home
The SpongeBob Movie: Sponge Out of Water

INTERNATIONAL TITLES

The Hitman's Bodyguard
From Venice to Malaga
The Hitman's Bodyguard
The Hitman's Bodyguard

FREE OVERHEAD MOVIES AUGUST 1-31

All programming is offered in English and other languages based upon route.

Europe, Eastbound, Northbound
Tomorrowland

Europe, Westbound, Northbound
Paul Blart: Mall Cop 2

To Asia, Hawaii, Mexico, Central America
Tomorrowland Express

From Asia, Hawaii, Mexico, Central America
Paul Blart: Mall Cop 2

Japan, Mexico, Central America
Tomorrowland Express

Mexico, Central America
The Furthest End Awaits

"It is literally just a cup of coffee for two hours. And that's no big deal. You don't have to wear anything—no makeup, no fruit basket—you don't have to sign anything or sit anywhere. You know, I come right to your house."

— Jerry Seinfeld on the format of his Internet talk show, *Comedians in Cars Getting Coffee*

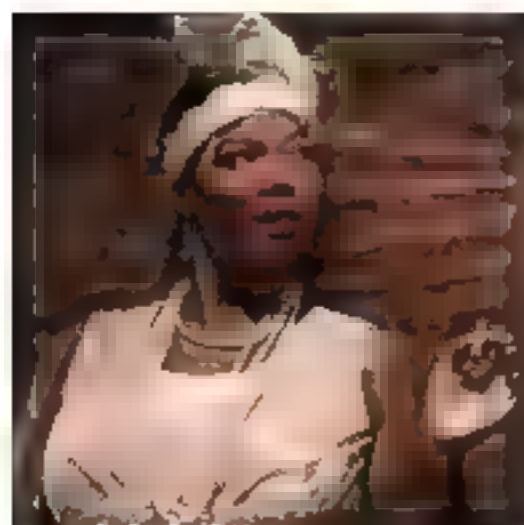


TELEVISION



Wolf Hall

Adapted from Hilary Mantel's novels, this six-part miniseries follows the goings-on in the court of King Henry V and his royal advisers.



Bessie

The story of legendary blues performer Bessie Smith and the struggles she overcame on her rise to fame in the late '20s and '30s.

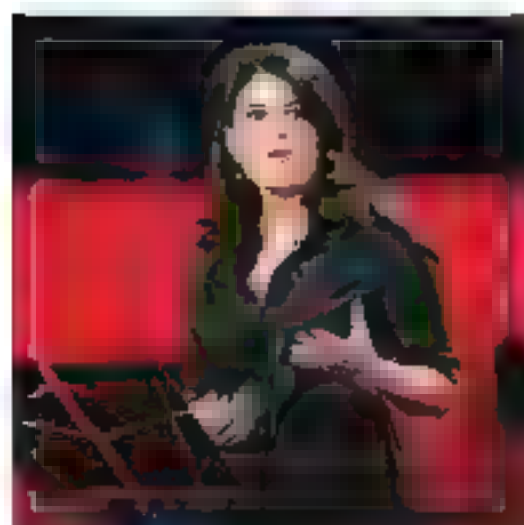
HBO



Ray Donovan

Exclusively on Delta and only on the Showtime channel: the new season's premiere of Ray Donovan. Free on board now.

SHOWTIME



TED Talks

TED brings together fascinating thinkers, artists and technologists to give the talk of their lives in 18 minutes or less. Find more at TED.com.

TED



Girls

Abby's a self-help books author and expert in family issues. But when she goes public with her marriage separation, her career and personal life become messy.

YOU MIGHT ALSO LIKE



New Girl



The Goldbergs



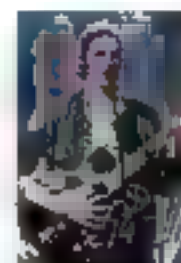
Travel Man: 48 Hours in...

Joined by different celeb pals in every episode, English comedian and actor Richard Ayoade travels around the globe, hitting each city's hottest spots in just 48 hours.

YOU MIGHT ALSO LIKE:



Top Gear: Ambitious But Rubbish



Other Voices: Hozier



On Creativity

Savannah College of Art and Design president and founder Paula Wallace hosts provocative interviews with celebrities in the fields of entertainment, fashion, design and other creative arts.

YOU MIGHT ALSO LIKE:



Keep It Canada



Variety



Free live satellite TV is available for all customers on more than 100 B737, B757 and B767 aircraft on flights within the continental United States and while over the Hawaiian Islands. Channel lineup is subject to change. Delta is not responsible for interruptions of service.



LISTEN FOR FREE

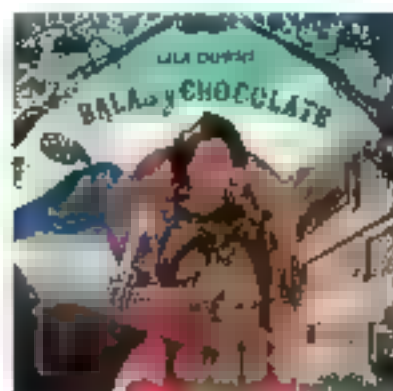


Playlist Feature

On a Delta aircraft, you can **create your own custom playlist**. Follow the menus within the "Listen" section for more information.



Modest Mouse
Strangers to Ourselves



Lila Downs
Bolas y Chocolate



Ciara
Love & War



Various artists
The World's Greatest Professors at Your Fingertips

RADIO CHANNELS

Delta offers 16 unique, custom-produced 45-minute programs for your enjoyment. On most aircraft, two programs are paired together to create one 90-minute channel.

- Sleep Soundly
- Chill Conceived
- Classic Spotlight: Isaac Stern
- Light Classics
- Billboard Hits
- More Billboard Hits
- DJ Wanton TBD Mix
- Classic Country Favorites
- TED Ideas In Flight
- Interview With Ol Parker
- Bollywood Beats
- Blues
- Modern Rock
- Classic Rock
- Spotlight: New York
- Jazzy Women



DJ Wanton TBD Mix

Get ready to move with DJ Wanton TBD as he spins a mix of new and old dance and trance, featuring **September**, Goodika and more.



Classic Country Favorites

From George Jones' "White Lightning" to **Johnny Cash's** "In the Jailhouse Now," your favorite classic country tunes can be found here.



TED Ideas In Flight

What is the key to a successful collaboration? TED speakers unravel the mystery of mass collaborations that build a better world.



Classic Rock

Tune into your favorite rock hits from back in the day, including Santana, **Bob Dylan**, The Doors, Jimi Hendrix, Bruce Springsteen and more.



Two-time Grammy nominee and country singer-songwriter **Lee Brice** is currently on his U.S. tour now through September and recently joined this fall's iHeartRadio Music Festival lineup. Listen to him on board now.

DELTA PRESENTS THE BILLBOARD ARTIST 100

Listen to these artists in flight this month.

Lee Brice
Drinking Class

Mumford and Sons
The Wolf

Mark Ronson ft. Bruno Mars
Uptown Funk

Vance Joy
Riptide

Taylor Swift
Style

Death Cab for Cutie
Black Sun

Sia
Elastic Heart

Wiz Khalifa ft. Charlie Puth
See You Again

Calvin Harris ft. Ellie Goulding
Outside

Blake Shelton
Sangria

Echosmith
Bright

Ed Sheeran
Photograph



Listen Up

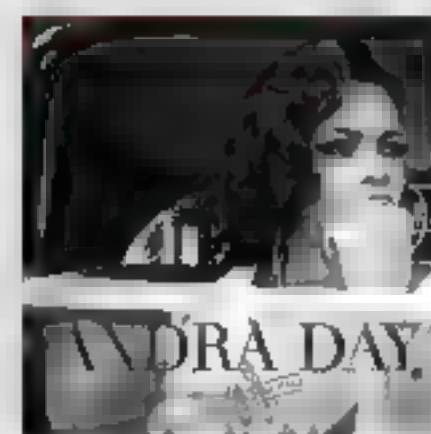
Ergonomically designed earbuds are available on flights worldwide as part of our partnership with Billboard. Take a survey and get a free music download. Visit billboard.com/delta.

All entertainment and earbuds are free on all international and transcontinental flights, as well as on domestic flights in the Delta One™ and Comfort+™ cabins. Noise-cancelling headsets are free on all flights in the Delta One™ cabin. Most entertainment is free on domestic flights in the Main Cabin (HBO, Showtime and new TV shows are \$1 per episode; new movies are \$6 each and earbuds are available for \$2).

DELTA ARTIST SPOTLIGHT

Andra Day

With a vintage flair and a voice for the ages, Andra Day has perfected her "retro-pop soul" sound and is ready to share it with the world. Her first album, *Cheers to the Fall*, is available this month. Catch her debut video directed by Spike Lee on this flight, and see her in September at the Life Is Beautiful festival in Las Vegas.



HOUSTON (HOU) Fifth Harmony August 3; J. Cole August 21
SINGAPORE (SIN) Echosmith August 1; Imagine Dragons August 25



Follow Sky magazine on Spotify to hear board ng music and other playlists.

INTERNET ON BOARD



VIDEO TO SERVICES VOICE AND VIDEO calls via the Wi-Fi ports are not permitted on board at any time. Such communication such as email, instant and instant messaging is always permitted while your device is in a flight mode.

DELTA OPERATES THE WORLD'S LARGEST WI-FI ENABLED FLEET WITH MORE THAN 1,000 AIRCRAFT

Does this plane have Wi-Fi?

Find out fast! Just look for the W-F symbol near the boarding door, overhead or next to your row number



How to connect

To connect, turn on your W-F-enabled device in airplane mode, connect to the "gogoinflight" signal and launch your browser.

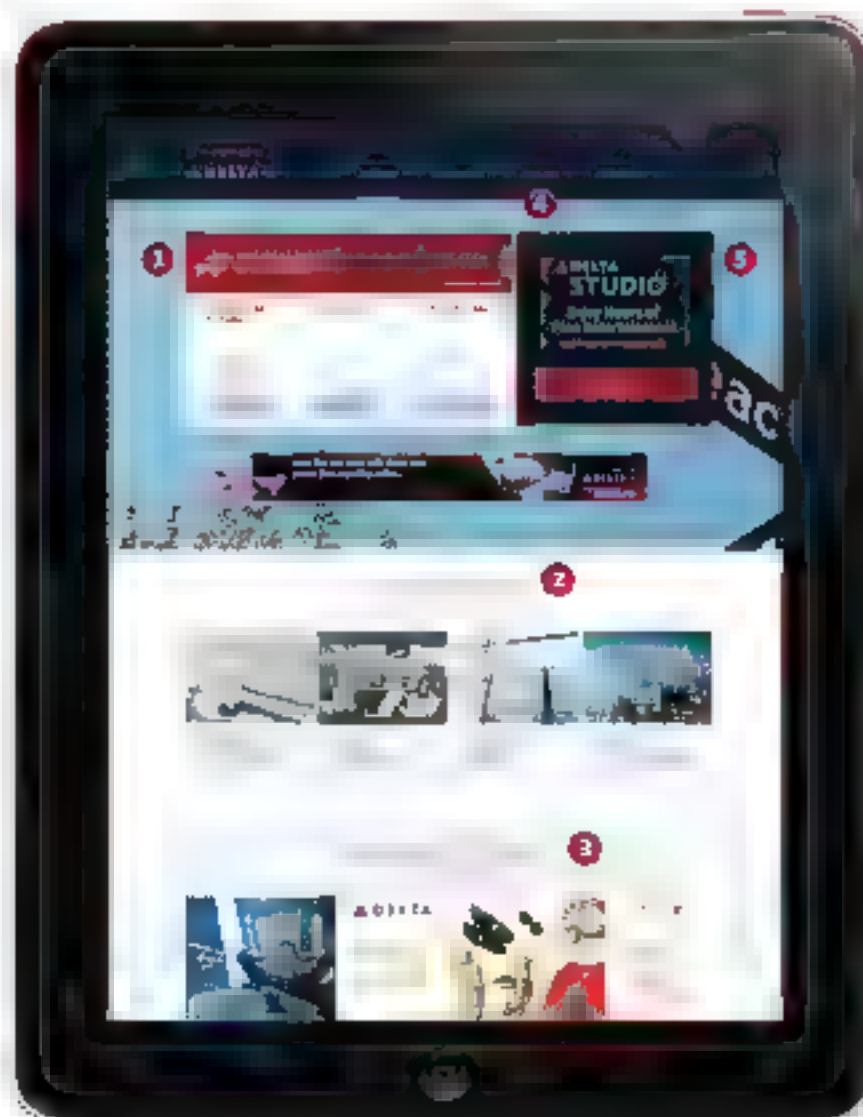


Questions about Gogo?

Contact Gogo Customer Care
customer@gogoair.com
or 877-350-0038

Live Chat

In the air air.gogoair.com
On the ground gogoair.com



**Stay Connected,
You've Got Options!**

1 Purchase a Gogo[®] Internet Session

Get full access to the internet with your Delta Wi-Fi Pass. When you're in the air and online with Gogo, you're connected to all the things that matter. Simply purchase a Delta Wi-Fi Pass before your flight or through the Delta Wi-Fi portal once on board.

② Access delta.com for Free

Our in-flight Wi-Fi portal offers free access to delta.com, where you can manage your trip, book a flight, check your SkyMiles account, book a hotel and car and get the latest flight status — all from 30,000 feet. Check out our **Traveling With Us** section on the portal.

3 Partner Offers

Enjoy free access to everything from exclusive shopping deals to Delta news and products with our **Featured On This Flight** section.

Flight Information

Click on the **My Flight** link to track your flight on our moving map, check real-time information on your flight progress and get details about your aircraft. Simply click on **My Flight** on the portal and keep yourself up to date

5 Entertainment

Remember, Delta Studio™ in-flight streaming is available without purchasing a Wi-Fi pass!

Gogo has the U.S. covered

Wi-Fi is available over land* on domestic Wi-Fi equipped aircraft within the continental US. Apple® iPhone™ 3G, 3GS, iPod™ touch™, and iPad™ are supported. For more information, visit www.flywifi.com.



Now you're connected globally!

Air-Flex is now available on many international flights, with installations across our transoceanic fleet continuing through 2016.

[illegible]

Power Up

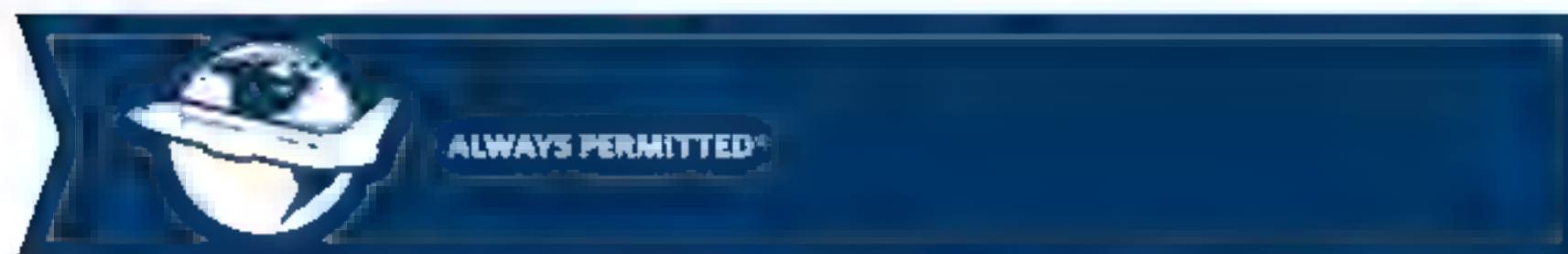
110-volt outlets provide power to charge notebook computers, e-readers and tablets. USB ports provide power to charge a small electronic device, such as a smartphone. Look for them on the following aircraft:

	B777-200	B737-700	B737-800	B737-900ER	B747-400	B757-200 <small>(select aircraft)</small>	B757-300	B767-300	B767- 400ER	B767-400ER	B777	A330	MD88	MD90	CJ1000 <small>(select aircraft)</small>
 AIRPLANE	All rows	Rows 3	Rows 4 all air-craft Rows 10-12 select aircraft	All rows	Rows 1-3, 22-31 and 72-80	Rows 1-4 and 8-27 or all rows	All rows	Rows 5	Rows 1-6 and 3-22 or 9-140 7-26 or 1-140	Rows 1-10 and 15-24	Rows 1-12 and 29-38	Rows 1-6 and 10-19	Rows 1-4	Rows 1-4 and 10-12	Rows 1-4
 110-VOLT	All rows	Rows 3	Rows 4 all air-craft Rows 10-12 select aircraft	All rows	Rows 1-3, 22-31 and 72-80	Rows 1-4 and 8-27 or all rows	All rows	Rows 5	Rows 1-6 and 3-22 or 9-140 7-26 or 1-140	Rows 1-10 and 15-24	Rows 1-12 and 29-38	Rows 1-6 and 10-19	Rows 1-4	Rows 1-4 and 10-12	Rows 1-4
 USB	All rows	All seats	All seats with seatback screens	All seats	All seats	All seats with seatback screen	All seats	All seats	All seats	All seats	All seats	All seats	All seats	Rows 1-4 and 10-12	Rows 1-4

201. An individual's damage to the computer system by the manipulation of data is the only type of damage to the system that is not covered by the insurance policy. The individual's damage to the computer system by the manipulation of data is the only type of damage to the system that is not covered by the insurance policy.

IN-FLIGHT INFORMATION

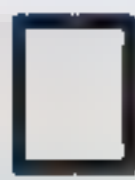
PORTABLE ELECTRONIC DEVICES



Pacemaker



Hearing Aid



Tablet



E-reader



Smartphone
(in Airplane Mode)



CD player



Camera
(Digital, film, video)



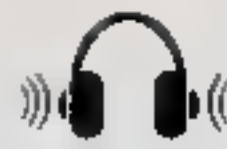
Handheld
Game



Wireless Mouse,
Keyboard or
Other Accessory



Media
Player



Noise-Canceling
Headphones

Be sure to turn your device off or place it in airplane mode before boarding the aircraft. Do not use any electronic device that is not specifically approved for use on aircraft. Do not use any electronic device that is not specifically approved for use on aircraft. Do not use any electronic device that is not specifically approved for use on aircraft.

ALSO OF NOTE

Mobile Phone Usage

Mobile phones may be used in flight when in Airplane Mode and must be stowed during cabin prep.



Please Be Considerate

Please use headphones with portable devices.



Spare Batteries

Spare batteries for portable electronic devices must be carried in carry-on baggage and must be protected from short-circuiting. Spare batteries for lithium batteries must be carried in carry-on baggage and must be protected from short-circuiting. Spare batteries for lithium batteries must be carried in carry-on baggage and must be protected from short-circuiting. For more information, visit safetravel.dot.gov.

Tobacco

Smoking and the use of tobacco products are prohibited on all Delta flights.



Never Permitted



Laptop



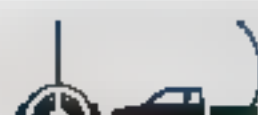
DVD Player



Smoking or
Vaping



Personal
Air Purifiers



Remote Control Toys



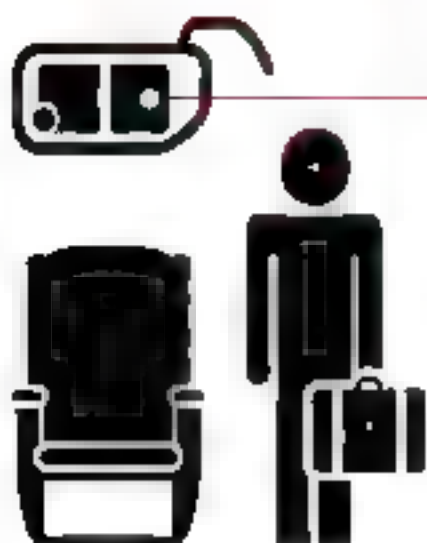
TV



Two-Way Radios
or Transmitters

Some electronic devices may not be used during certain phases of flight. Do not use any electronic device that is not specifically approved for use on aircraft. Do not use any electronic device that is not specifically approved for use on aircraft. Do not use any electronic device that is not specifically approved for use on aircraft.

CARRY-ON BAGGAGE



Stow carry-on items in overhead compartment or under seat. Items you need to access should be stowed under your seat.



Use caution when stowing items overhead.

Pets must remain in used hard- or soft-sided carriers at all times.



Cabin issues on your flight? Please share your feedback at cabin.mtc@delta.com.

AT YOUR SERVICE

YOU ASKED, WE ANSWERED

"TODAY" ON THE FLY DELTA APP

With the Fly Delta app for iPhone and Android, you get everything you need for your trip all on one screen. Versatile, capable and reliable, the app does practically everything you need to make your travel plans and keep them on track.

Flight Details

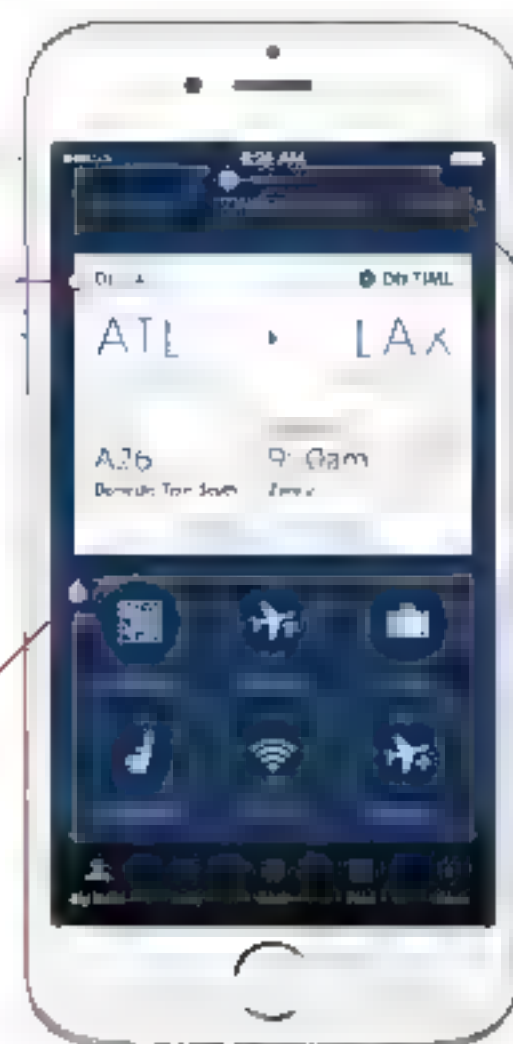
Starting 24 hours before your flight, the app will automatically display the "Today" screen, which gives you a quick and easy way to view gate and terminal, boarding time, seat assignment and even your spot on the upgrade list.

Easy Connect

If you have a connecting flight, simply swipe forward to view all of the same options for each leg of your journey.

All in One Place

It also gives you one-tap access to your boarding pass, bag tracking status, Wi-Fi purchase and more.

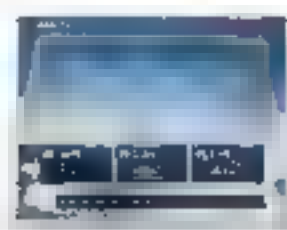


Need help rebooking, changing seats or printing a new boarding pass? You can now use:

1 Fly Delta app



2 Kiosk



3 delta.com



Delta Sky Club: Retreat from the Ordinary

Delta Sky Club® is an award-winning lounge where you can work or relax in style. And with Clubs worldwide, finding a reprieve is easy.

Members Enjoy:

- Fully stocked bars with complimentary house beer, wine and spirits
- Fresh, healthy food offerings, served all day
- Personalized flight assistance
- Complimentary Wi-Fi access
- Satellite TV for sports, news and more
- Private showers at select locations



Plus, you can indulge in premium wine, beer, champagne and spirits for purchase at THE BAR at Delta Sky Club® in addition to our complimentary bar offerings. Stop into a Club or visit delta.com/skyclub to purchase or renew your membership today and learn about membership options.



2014



Winner of the 2013 APEX Aviation Award for Best Single Achievement in Passengers Experience



Controlling the Unexpected

- Please check the **Flight Information Screens** for up-to-date flight information. These screens may be located near a Need Help? Center or gate area.
- If you have missed your flight due to a delay or cancellation, you will be **automatically rebooked** on the next available flight.
- You can **scan your existing boarding pass** at any available Delta scanner to receive your new flight information. Delta scanners are located at our Need Help? Centers or in select gate areas at many Delta airports.
- We make every effort to **reroute your checked baggage** to your next flight.

DO YOU HAVE OTHER QUESTIONS?

Call 1-855-548-2505
Tweet us @DeltaAssist

FEEDBACK?

Have a comment or complaint regarding your Delta experience? Share your feedback at delta.com/talktous. Please have your flight details available, including flight number, date and departure and arrival cities.

FLEET



Staying connected is easier than ever with Delta's onboard Wi-Fi

KNOW YOUR PLANES

Seats: 376
Range: 7,770 miles
Speed: 564 mph (908 km/h)
Length: 231' 10"
Number in fleet: 13



B747-400

Seats: 29
Range: 8,235-10,035 miles
Speed: 540 mph (885 km/h)
Length: 209'
Number in fleet: 8 / 10
Image represents 777-200LR



B777-200ER / 777-200LR

Seats: 234, 293
Range: 5,685-7,275 miles
Speed: 531 mph (855 km/h)
Length: 188' 8" / 208' 10"
Number in fleet: 11 / 24
Image represents A330-300



A330-200 / A330-300

Seats: 211-261 / 246
Range: 3,275-6,375 miles / 6,020 miles
Speed: 517 mph (832 km/h)
Length: 80' 3" / 101' 4"
Number in fleet: 74 / 21
Image represents B767-400



B767-300 / 767-400

Seats: 68-99 / 234
Range: 2,808-4,105 miles / 3,228 miles
Speed: 517 mph (832 km/h)
Length: 155' 1" / 178' 7"
Number in fleet: 14 / 6
Image represents B757-300



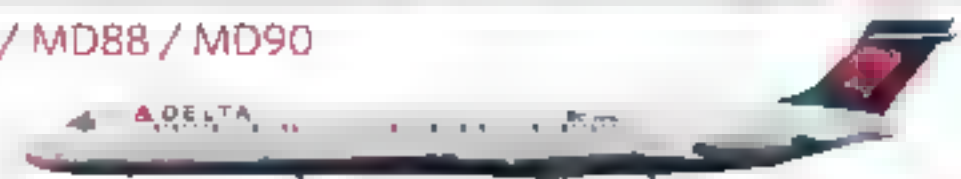
B757-200 / 757-300

Seats: 124 / 160 / 180
Range: 2,925 miles / 2,850-2,930 miles / 2,810 miles
Speed: 517 mph (832 km/h)
Length: 110' 4" / 129' 6" / 138' 2"
Number in fleet: 0 / 73 / 41
Image represents B737-900ER



B737-700 / 737-800 / 737-900ER

Seats: 110 / 149 / 160
Range: 1,510 miles / 1,907 miles / 1,992 miles
Speed: 498 mph (801 km/h)
Length: 124' 0" / 147' 10" / 152' 7"
Number in fleet: 74 / 116 / 65
Image represents MD90



B717 / MD88 / MD90

Seats: 126-150 / 160
Range: 2,399 miles / 2,336-2,420 miles
Speed: 517 mph (832 km/h)
Length: 111' / 123' 3"
Number in fleet: 57 / 69
Image represents A320



A319 / A320

Seats: 50 / 65 / 76
Range: 1,265 miles / 1,650 miles / 1,744 miles
Speed: 488-515 mph (785-829 km/h)
Length: 87' 10" / 106' 1" / 118' 11"
Number in fleet: 15 / 82 / 143
Image represents CRJ-900



CRJ-200 / CRJ-700 / CRJ-900

E170 / E175

Seats: 69 / 76
Range: 1,800 miles
Speed: 545 mph (877 km/h)
Length: 98' 1" / 103' 11"
Number in fleet: 20 / 52
Image represents E175



ERJ145

Seats: 50
Range: 1,496 miles
Speed: 517 mph (832 km/h)
Length: 98' 0"
Number in fleet: 41



Wi-Fi available on all B747-757-737-777-A330-319-320-MD88-90-CRJ-700-900 and E-170-175 aircraft, and select B777 and 767 aircraft. Information as planned for August 2015.

WORLDWIDE PARTNERS

ALLIANCES THAT TAKE YOU FARTHER



SKYTEAM®

Welcome to an oasis of tranquility . . . The SkyTeam Exclusive Lounge.

Step into a SkyTeam Exclusive Lounge and unwind. In this peaceful place, the buzz of the terminal is behind you and our lush botanical wall adds a breath of fresh air to your travels. Business class, our complimentary internet and recharge outlets help you keep things rolling smoothly along. You will find us at London Heathrow's T4, Istanbul and Sydney, and keep an eye out for another SkyTeam Exclusive Lounge opening soon in Dubai. Visit us there or at any of our more than 600 lounges, and enjoy a little preflight or stopover relaxation. Check out our Lounge Finder at skyteam.com or download the SkyTeam app.

SKYTEAM

Delta wants you, as a world traveler and a valued customer, to have more flexibility and more choices in your global travel. So we've joined with 19 strategically based airlines to create the SkyTeam global airline alliance, built upon the principle "Caring more about you." How do we care more about you? By taking care of your needs throughout your travels:

Planning Your Trip: Special SkyTeam Offerings

- Round the World Travel Pass and Planner
- America, Africa, Asia, China, Europe, Italy, Mexico and Russia Travel Passes
- SkyTeam Global Contracts and Global Meetings
- Guaranteed full-fare Economy Class reservations for SkyTeam Elite Plus customers with 24-hour notice on long-haul flights

At the Airport: Passenger Perks

- Seamless connections with single check-in
- Access to more than 600 airport lounges worldwide
- Sky Priority® Check-In, Sky Priority Boarding and Sky Priority Baggage Handling, as well as Preferred Seating and reciprocal lounge access depending on Elite status.

In-Flight: Consistent Service

- In addition to the language of each carrier, English is spoken on every flight
- Special meals across all international flights

When You Arrive: Earning Frequent Flyer Miles

- You can earn* and redeem miles with every SkyTeam airline
- Frequent flyers are able to book Multi-Carrier Awards, enabling them to use any SkyTeam carrier with one single Award Ticket, offering travel opportunities for fewer miles

*Some fare classes restricted. See delta.com for details.

Delta is moving to Terminal 1 at Pudong International Airport

All Delta flights will now arrive and depart from Terminal 1 at Shanghai's Pudong International Airport (PVG). This move will allow more convenient connections and a seamless customer experience when flying with Delta or airline partners China Eastern and Shanghai Airlines. Our check-in counters will be located at Aisle L in Terminal 1.

Delta customer service agents will be available at the airport to help should further assistance be needed. Remember to visit delta.com or download the Fly Delta app for up-to-date information and gate notifications. We hope to see you on board soon!

OTHER TRAVEL PARTNERS

In addition to our SkyTeam partners, Delta also has other travel partners that offer codeshare flights and frequent flyer agreements. Together, we are committed to offering you high quality service, convenient travel options and more opportunities to earn and redeem miles. Visit delta.com/partners to learn more.

	SKYMILES® PARTNER	DELTA CODESHARE PARTNER
		
Alaska Airlines		
		
GOL		
Hawaiian Airlines**		
		
Virgin Atlantic		
Virgin Australia		
		
WestJet***		

Redemption only ** Inter-island only *** Accrual only

Heathrow Heads Up: We now fly from LHR terminals 3 and 4.

Before you lift off to or from London please note that Delta flights operate from LHR T3 and T4. Flights operated by Virgin Atlantic are in LHR T3. Be sure to check your flight status at delta.com or via the Fly Delta app to confirm your terminal information 2½ hours prior to departure. And visit delta.com/virginatlantic for additional travel information, including the many benefits you enjoy through our partnership with Virgin Atlantic.



T3 Flights

Boston (BOS)
New York (EWR)
New York (LAX)
Los Angeles (LAX)

T4 Flights

Atlanta (ATL)
Detroit (DTW)
Minneapolis-St. Paul (MSP)
Philadelphia (PHL)
Seattle (SEA)



Since its inception in January 2014, more than 4 million passengers have flown the Delta & Virgin Atlantic Joint Venture.

This summer, Delta and Virgin Atlantic offer 39 daily round trip transatlantic flights between the United Kingdom and 15 destinations across North America, with 10 daily flights between London Heathrow and New York (JFK and Newark). The partnership has been recognized by its customers with Delta awarded 2014 Airline of the Year by *Air Transport World Magazine* and Virgin awarded 2014 Best Long-haul Airline by *UltraTravel Awards*.

As the industry's first transatlantic Joint Venture, the partnership between Delta, Air France/KLM and Alitalia continues to offer more choices and more convenient and frequent flights.

Regardless of which airline you choose, you will enjoy access to a broad transatlantic network, with access to 13 global hubs offering more than 7,500 daily flights to more than 540 destinations. Delta, Air France-KLM and Alitalia offer customers one of the largest airport lounge networks in the industry.



AEROFLOT

Aerolíneas Argentinas

AEROMEXICO

Air Europa

AIRFRANCE

Alitalia

CHINA AIRLINES

CHINA EASTERN

CHINA SOUTHERN

CZECH AIRLINES

DELTA

Garuda Indonesia

Kenya Airways

KLM

KOREAN AIR

MIKA

SAUDIA

TAM

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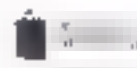
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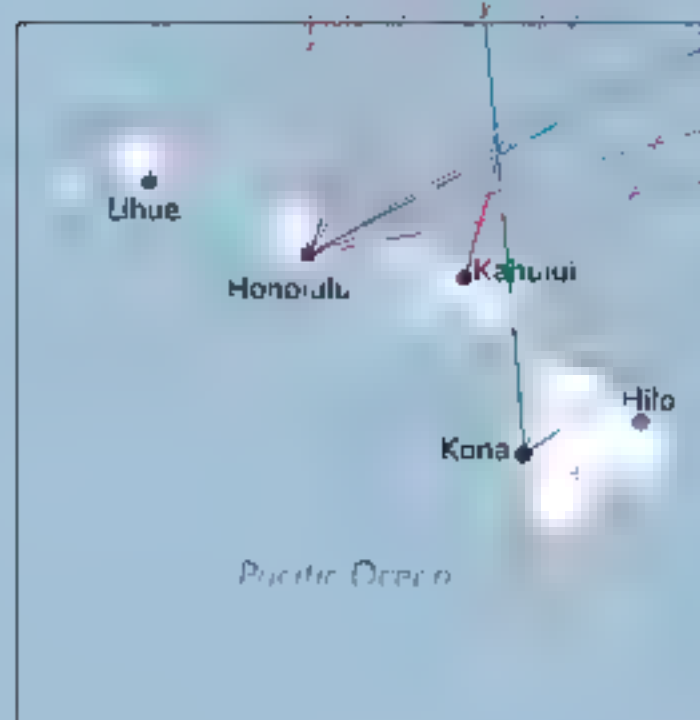


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International Falls
Thunder Bay
Chickadee
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Route served by Alaska Airlines/
Horizon Air

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alliance-wide Codeshare Partners

of Mexico

Key West

ROUTE MAPS

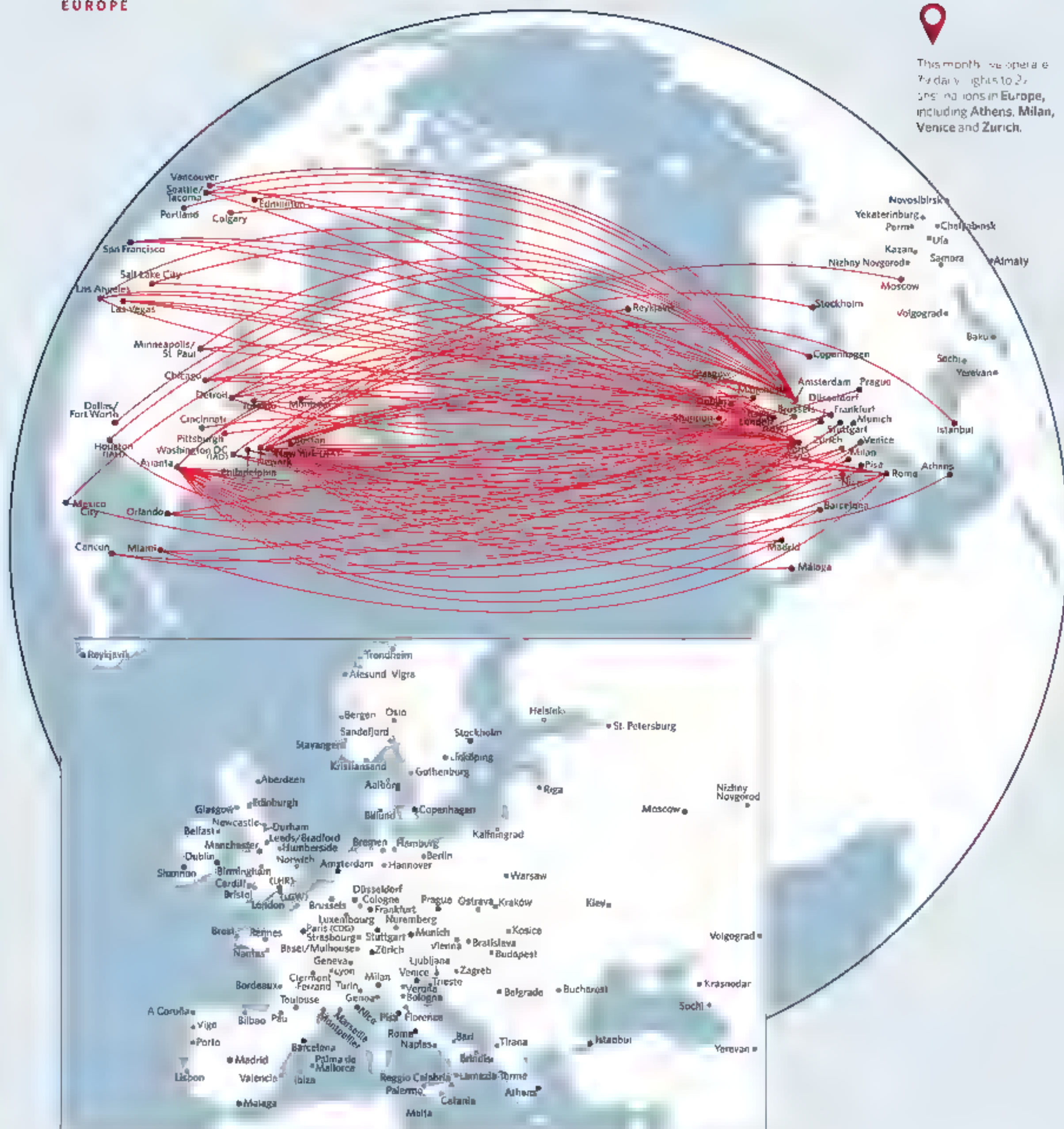
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This month, we operate
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Our new nonslop flight from LAX to Shanghai offers 14 flatbed service in Delta One Comfort+ seating options and seatback movies, music and TV in our Main Cabin.

AFRICA/MIDDLE EAST/INDIA



Effective August 2015. Select routes are seasonal. Some future services subject to government approval. Service may be operated by one of Delta's codeshare partner airlines or one of Delta's Connection Carriers. Flights are subject to change without notice.

Maps Produced by Lesping Cat Graphics

TERMINAL GUIDES



TSA Pre✓ is available at all domestic airports



Recharge stations available at most gates



Visit our Fly Delta app to see all Delta terminal maps

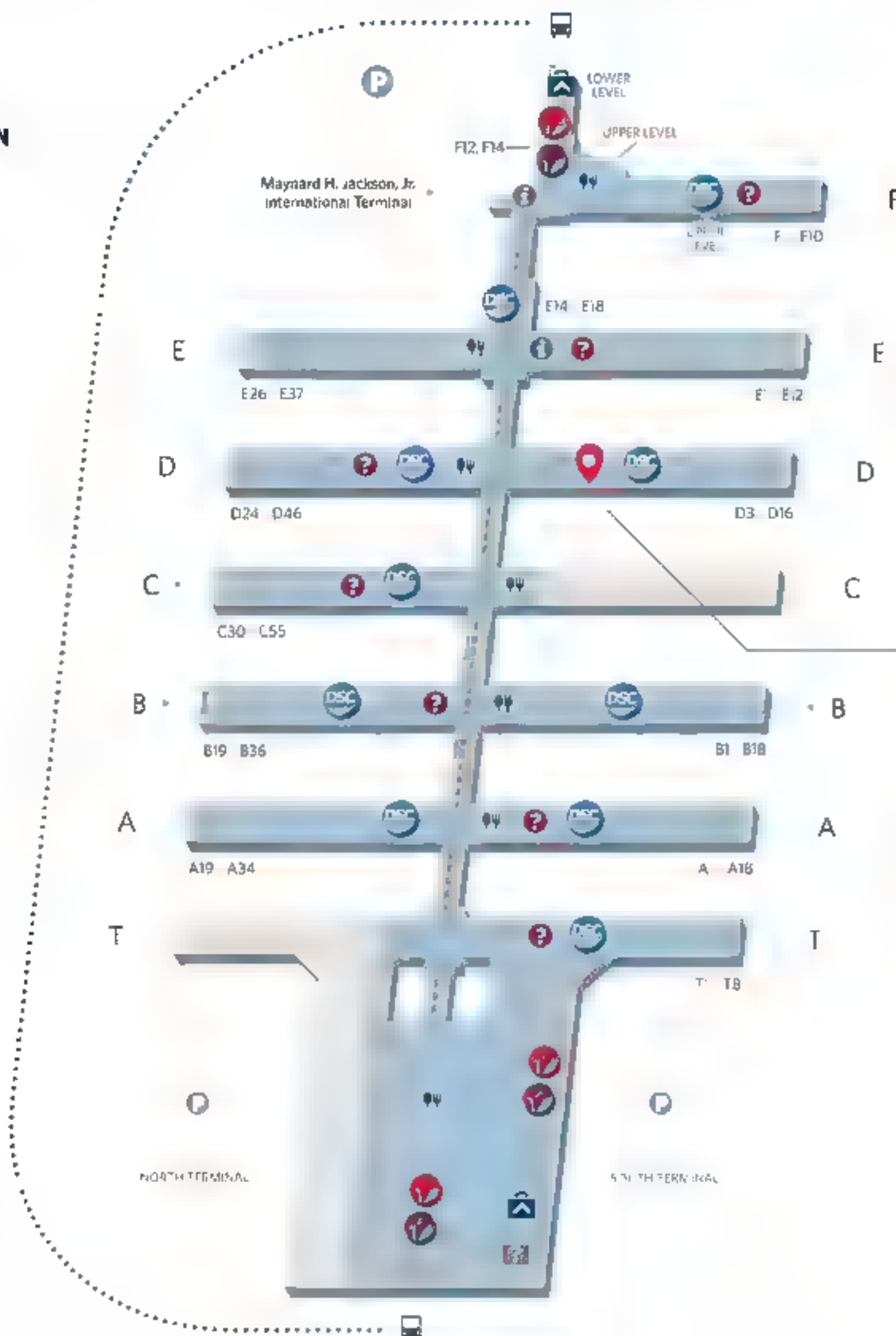


HARTSFIELD-JACKSON ATLANTA International Airport

GATE T1 TO F1 = 30 MIN

GO TO SKY CLUB

Concourse A on Upper Level,
Gate T6,
Gate A17,
Gate B10,
Gate B25,
Gate C37,
Gate D27,
Gate E15,
Concourse F on Mezzanine Level



ALL NEW!
Be sure to check out the new Delta Sky Club in Concourse D.



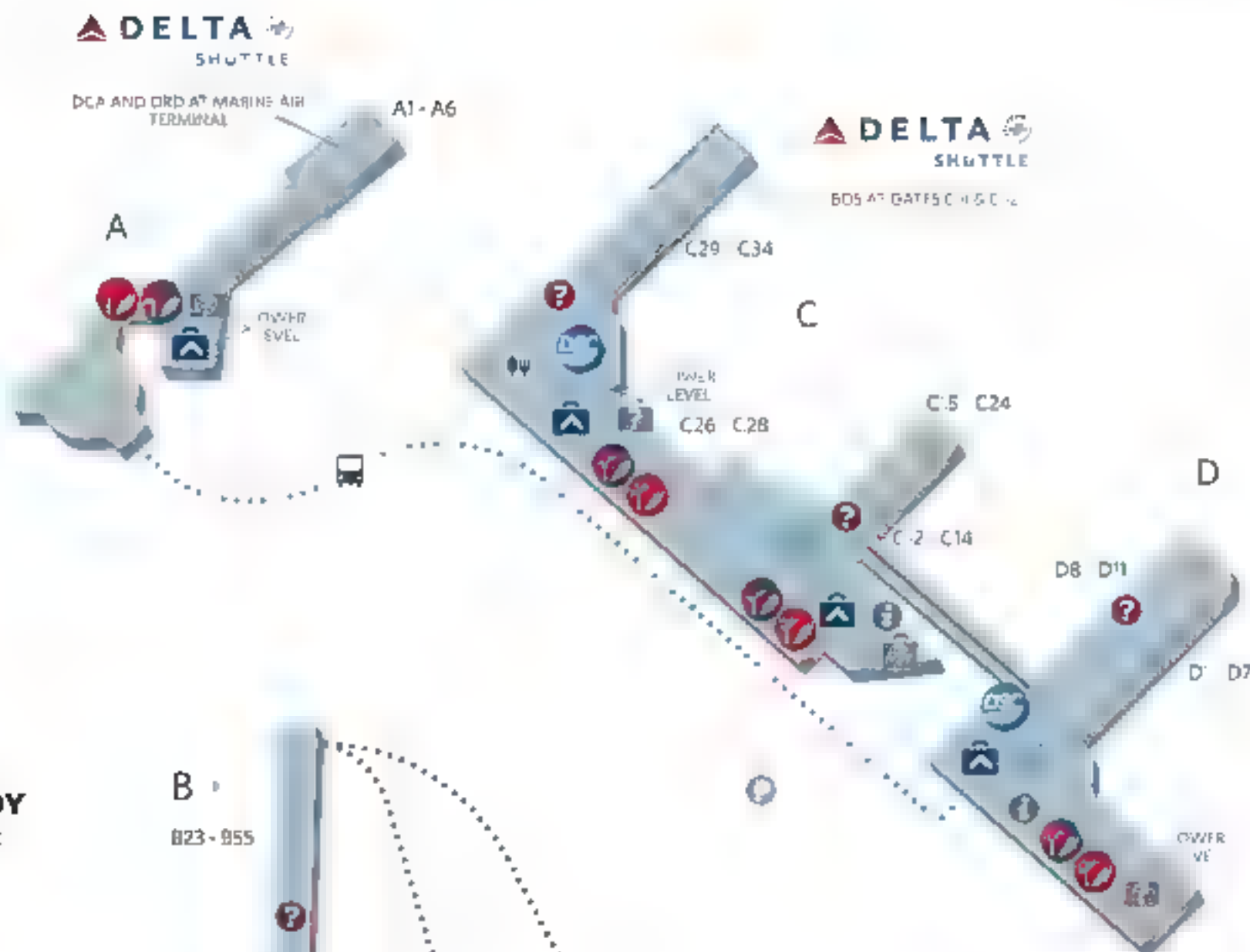


NEW YORK/LAGUARDIA Airport

GATE C34 TO D6 = 10 MIN.

DELTA SKY CLUB

Between Gates
C28 and C29
Near Gate D1

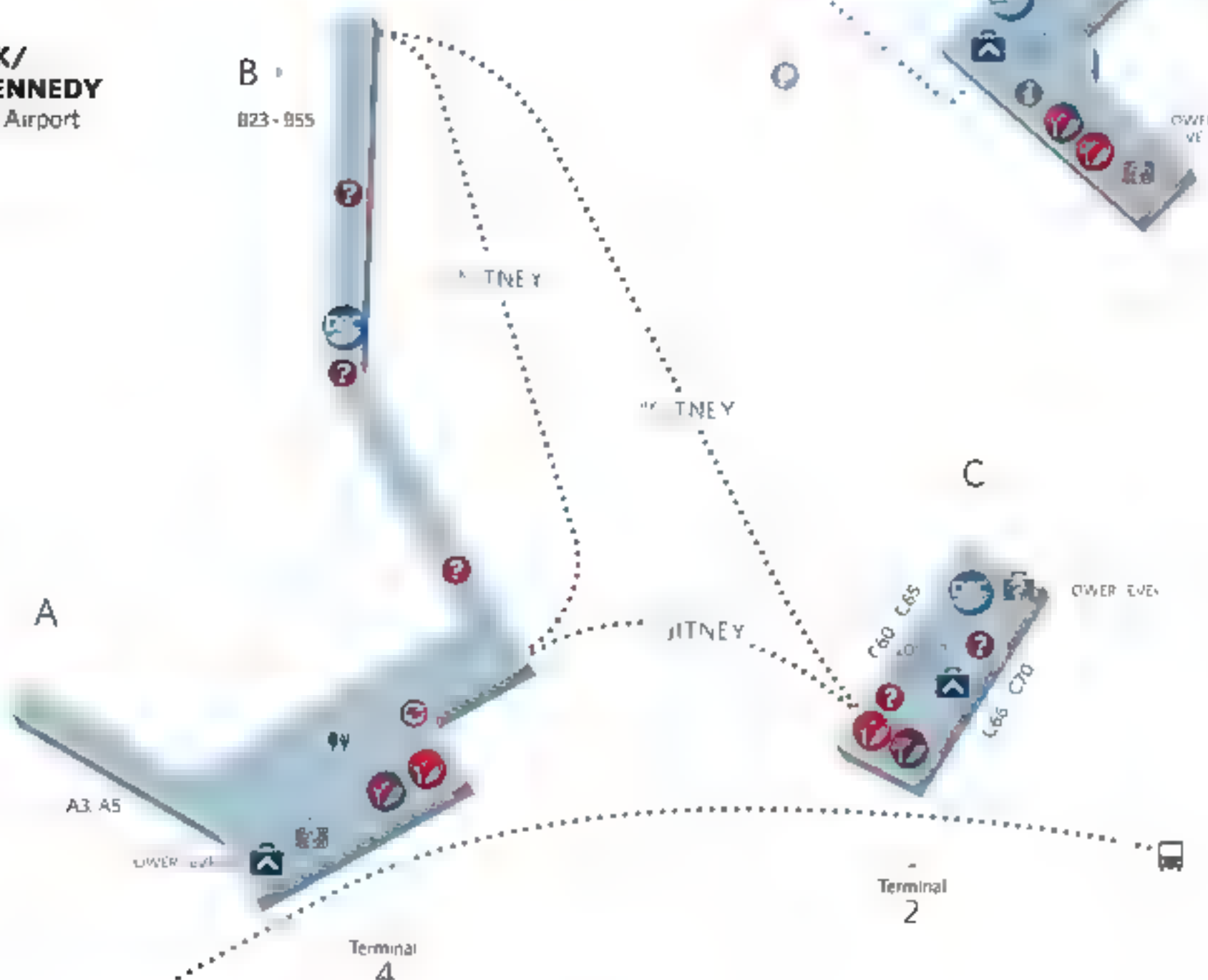


NEW YORK/ JOHN F. KENNEDY International Airport

GATE A3 TO B55 = 15 MIN.

DELTA SKY CLUB

Terminal 2 on
Mezzanine Level,
Gate B31



GETTING THERE

ATL
Miles to city center: 10
By taxi: 20-30 minutes
By bus: no bus
By train: 20 minutes

LGA
Miles to city center: 12 miles to Midtown
By taxi: 20-30 minutes
By bus: 40 minutes
By train: 40 minutes

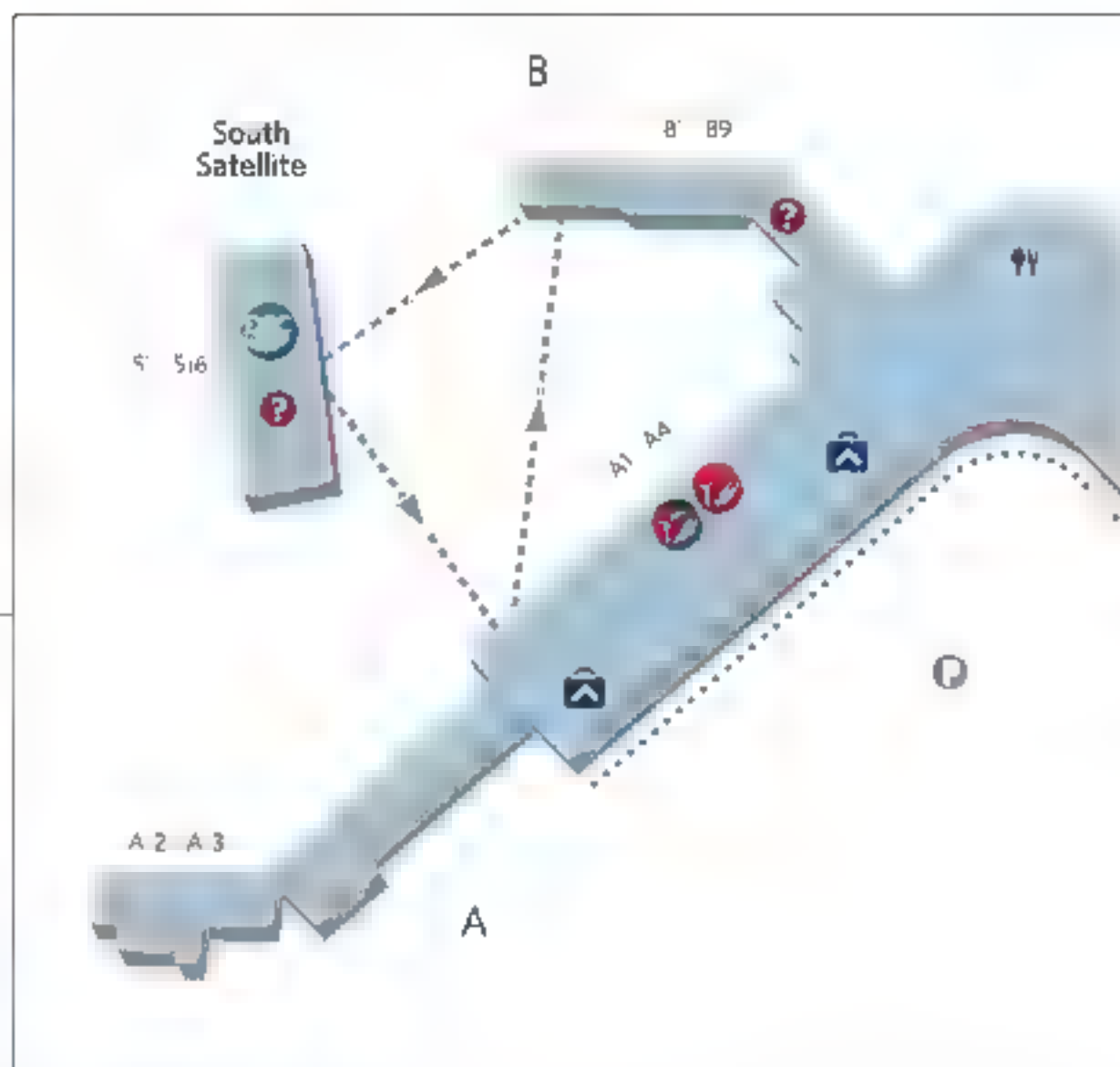
JFK
Miles to city center: 15 miles to Midtown
By taxi: 40 minutes-2 hours
By bus: 1-2 hours
By train: 1 hour

TERMINAL GUIDES



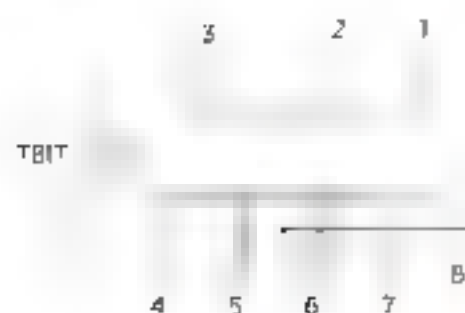
SEATTLE-TACOMA
International Airport

GATE A13 TO B9 = 11 MIN.



LOS ANGELES
International Airport

GATE S9 TO 68B = 20 MIN.



TBIT

UPGRADES AT LAX

Terminal 5 is better than ever thanks to a \$229 million overhaul, with upgrades including a Delta premium check-in and a separate lobby for Sky Priority members.

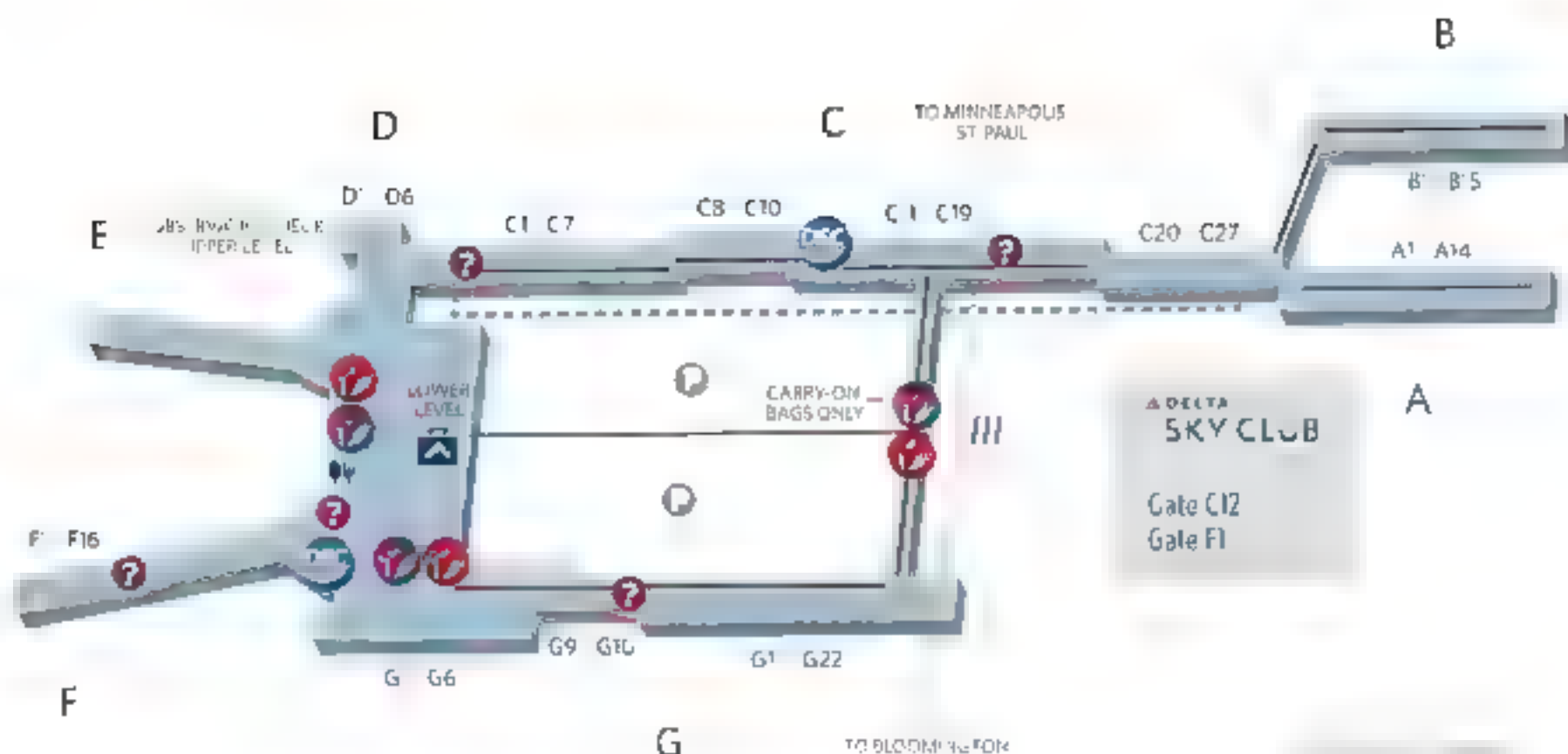




MINNEAPOLIS-ST. PAUL

International Airport

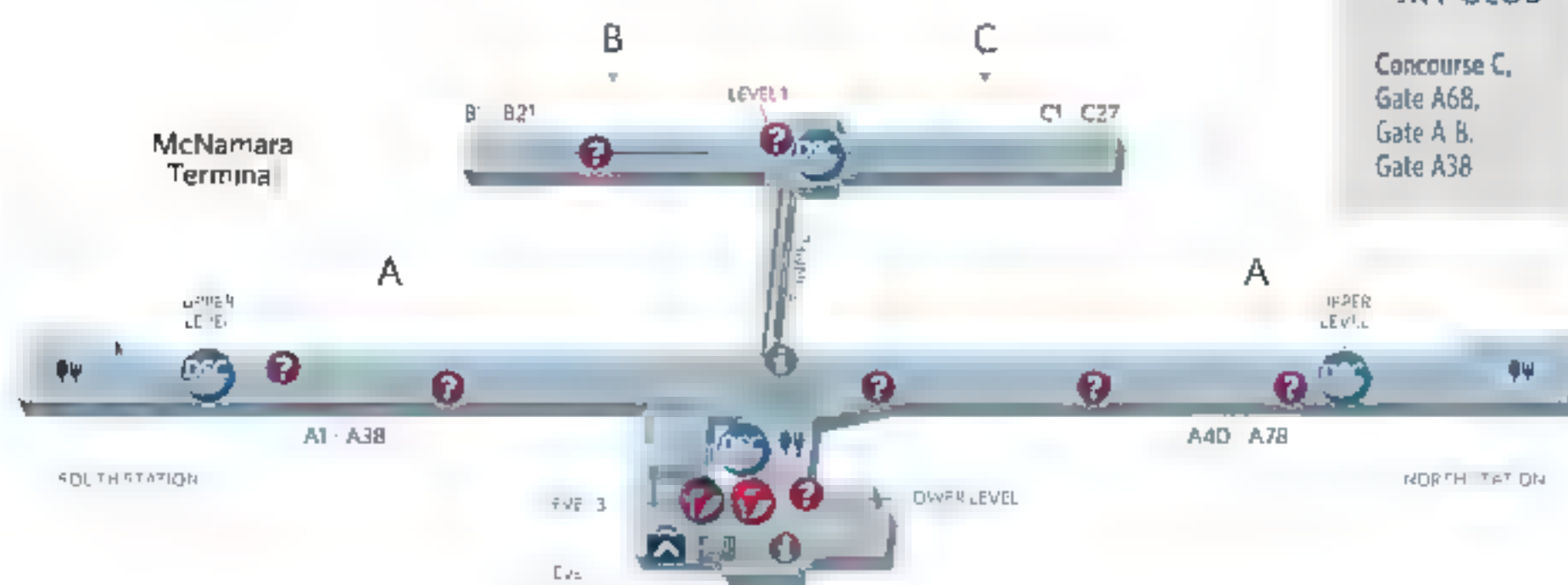
GATE A14 TO F 6
22 MIN.



DETROIT

Metro Airport

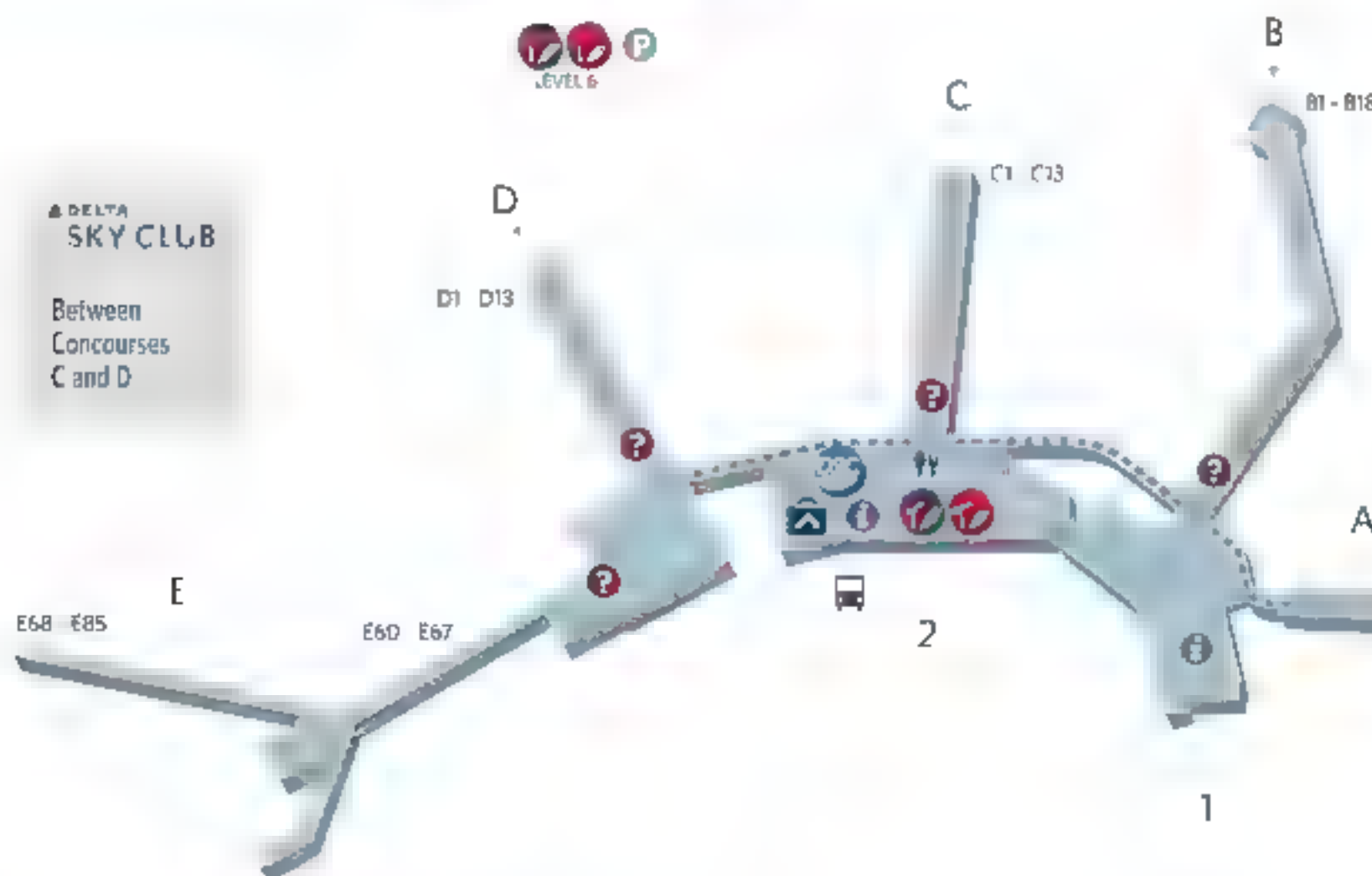
GATE A1 TO A78
20 MIN.



SALT LAKE CITY

International Airport

GATE A8 TO E83
16 MIN.



GETTING THERE

SEA

Miles to city center 13
By taxi 10 minutes
By bus 60 minutes
By train 35 minutes

LAX

Miles to city center 18
By taxi 40-45 minutes
By bus 65-80 minutes
By train 60 minutes

MSP

Miles to Minneapolis 10
By taxi 20 minutes
By bus 30 minutes
By train 25 minutes

DTW

Miles to city center 20
By taxi 30 minutes
By bus 90 minutes
By train no train

SLC

Miles to city center 6
By taxi 15 minutes
By bus 25 minutes
By train 20 minutes

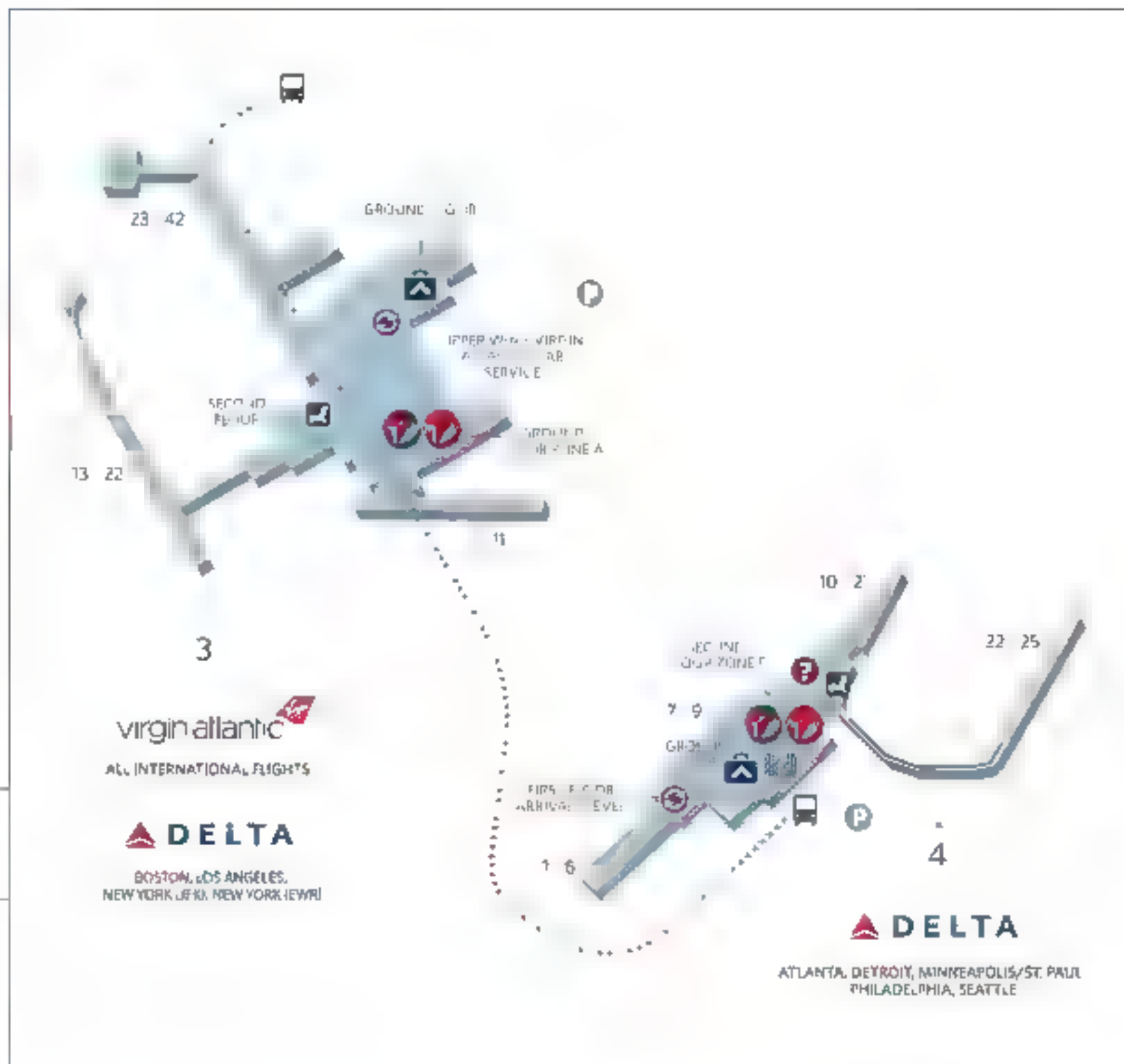
TERMINAL GUIDES

LHR

LONDON HEATHROW Airport

TERMINAL 3
GATE 1 TO 42 - 25 MIN.

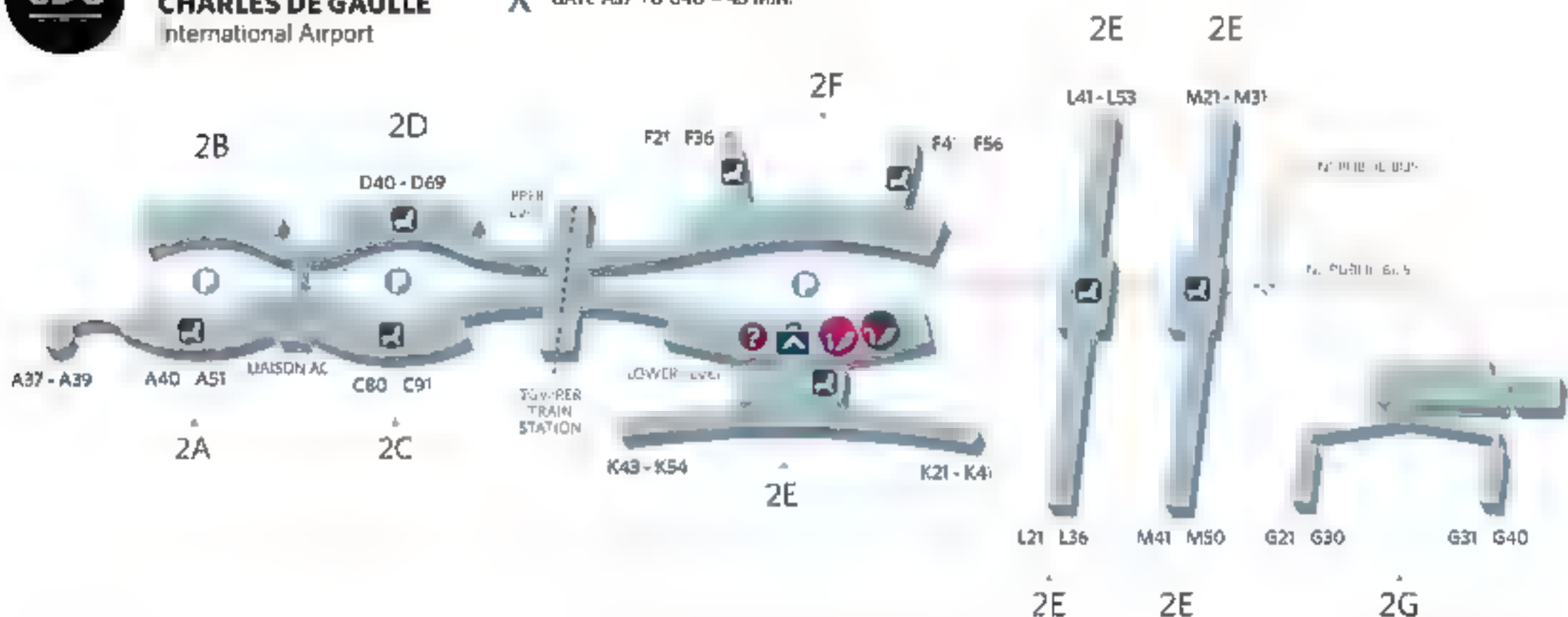
TERMINAL 4
GATE 1 TO 25 - 20 MIN.



CDG

PARIS/ROISSY-CHARLES DE GAULLE International Airport

GATE A37 TO G40 = 45 MIN.

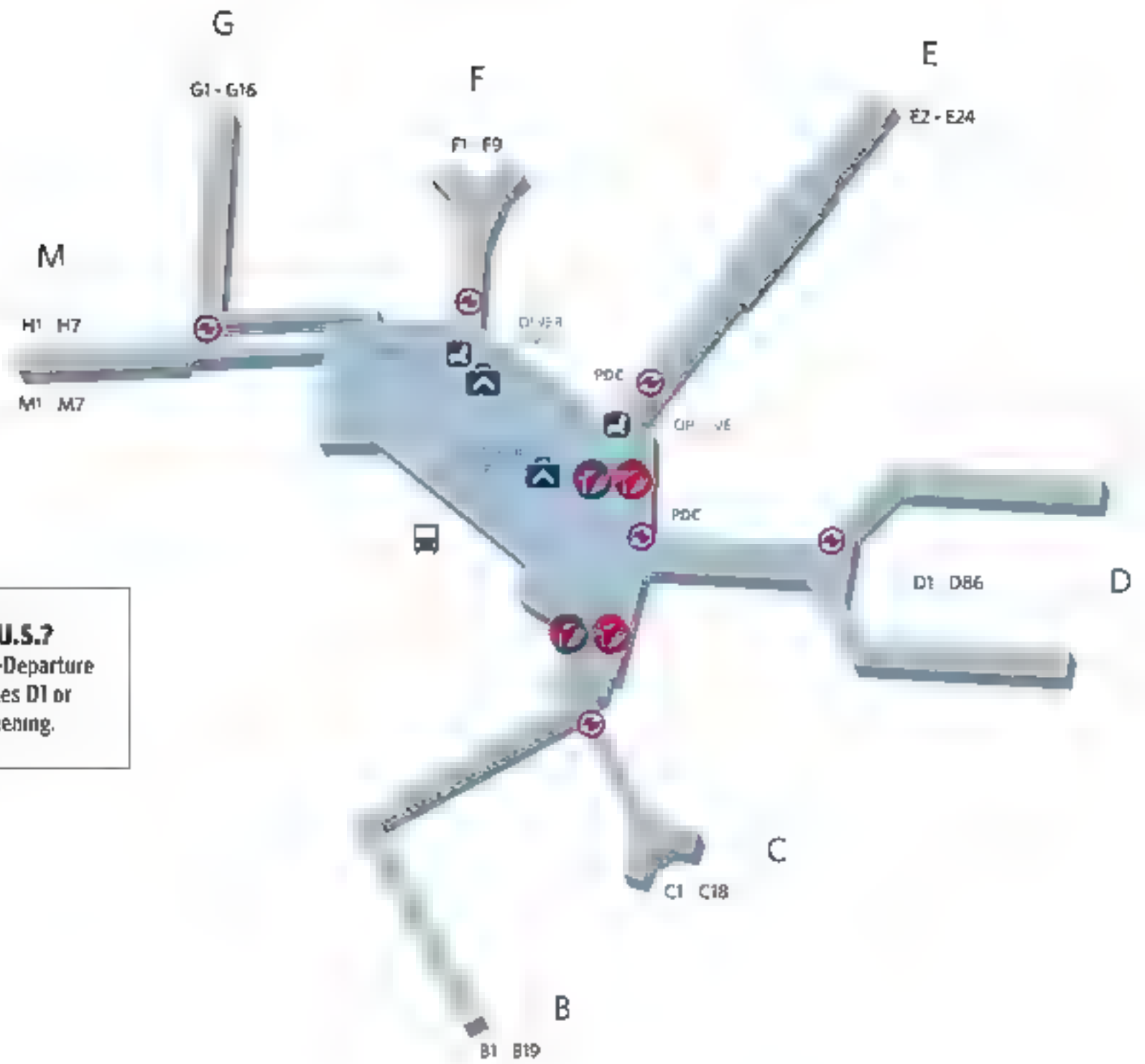




AMSTERDAM/ SCHIPHOL

International Airport

GATE M1 TO B19 = 37 MIN.



FLYING TO THE U.S.?
Please visit the Pre-Departure
Center (PDC) at gates D1 or
E4 for required screening.



TOKYO/NARITA

International Airport

GATE 11 TO 47 = 14 MIN.

DELTA SKY CLUB

#1 Satellite 4F
#2 Satellite 4F



GETTING THERE

LHR

Miles to city center: 16
By taxi: 45 minutes
By underground metro: 50 minutes
By train: 15 minutes

CDG

Miles to city center: 19
By taxi: 45-50 minutes
By bus: 1 hour
By train: 45 minutes

AMS

Miles to city center: 9
By taxi: 30 minutes
By bus: 25-40 minutes
By train: 15-20 minutes

NRT

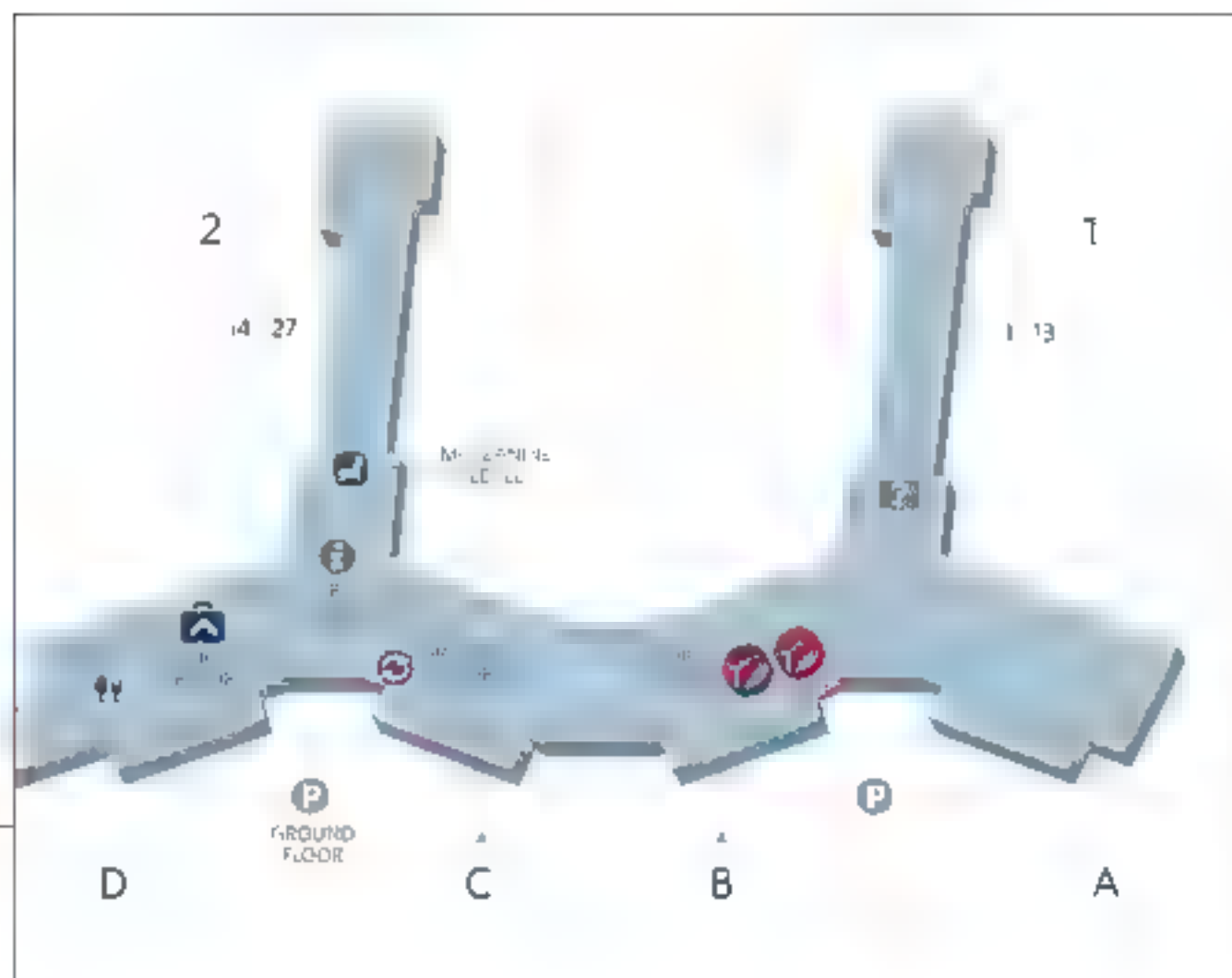
Miles to city center: 45
By taxi: 90 minutes
By bus: 100 minutes
By train: 60-90 minutes

TERMINAL GUIDES



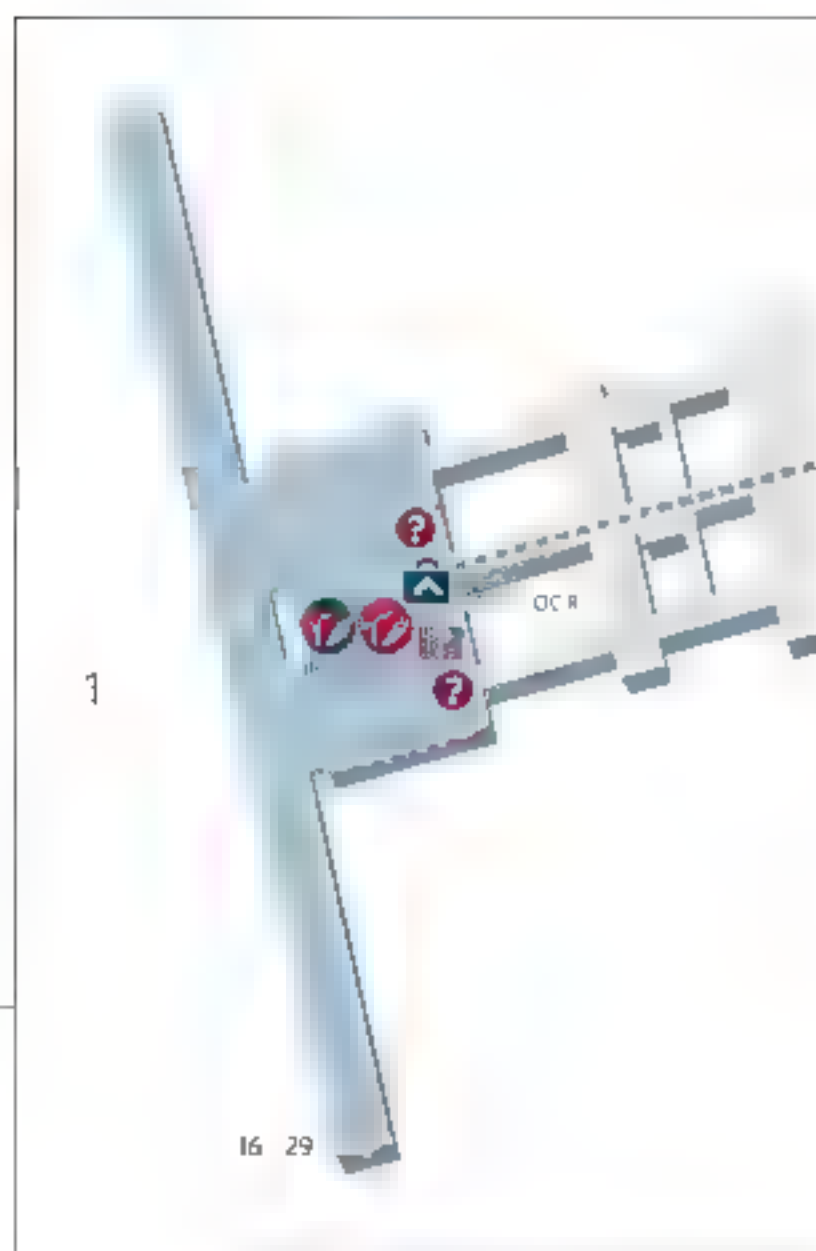
SÃO PAULO-GUARULHOS International Airport

GATE 1 TO 26 = 30-40 MIN.



SHANGHAI PUDONG International Airport

GATE 14 TO 29 = 10 MIN.



MEXICO CITY International Airport

GATE 52 TO 62 = 5-10 MIN.



GETTING THERE

GRU

Miles to city center: 5
By taxi: 1-3 hours

By bus: 1-3 hours
By train: no train

PVG

Miles to city center: 25
By taxi: 40-60 minutes

By bus: 60 minutes
By train: 60-70 minutes

MEX

Miles to city center: 7
By taxi: 40-45 minutes

By bus: 60 minutes
By train: 50 minutes



PASSENGER INFORMATION

Automated Passport Control (APC)

Background:

Automated Passport Control (APC) kiosks are an efficient self-service technology that helps expedite international arrival processing for customers, including families traveling together. Passengers provide a scan of their passport(s), capture a photo, respond to customs declaration questions, confirm flight details, and claim a receipt for presentation to the CBP officers as a final step of their processing.

Delta Locations:

Hartfield-Jackson Atlanta International Airport (ATL), New York/John F. Kennedy International Airport (JFK), Seattle-Tacoma Airport (SEA), Minneapolis-St. Paul International Airport (MSP), Detroit Metropolitan Wayne County Airport (DTW), Los Angeles International Airport (LAX). Additional locations: AUA, AUH, AUS, BOS, CLT, DEN, DFW, DUB, EWR, FLL, IAD, IAH, LAS, MCO, MDW, MIA, NAS, ORD, PDX, PHX, RNO, SAN, SFO, SLC, TPA, YEG, YUL, YYZ.

Eligibility:

All U.S. Citizens, U.S. Lawful Permanent Residents, Canadian Citizens and international visitors from Visa Waiver Program countries are eligible to use APC kiosks. Visa Waiver Program visitors must have Electronic System for Travel Authorization (ESTA) approval prior to travel and have visited the United States on at least one occasion after 2008. Visit cbp.gov/travel/apc for more information.



Mobile Passport Control (MPC)

Easy, Quick U.S. Entry for Arriving International Passengers

Background:

Mobile Passport Control (MPC) is another efficient self-service technology that enables passengers to submit their passport and customs declaration information via their smartphone or tablet rather than via Automated Passport Control (APC).

or CBP Form 6059B. MPC offers a more efficient and secure in-person inspection between the U.S. Customs and Border Protection (CBP) officer and passenger upon arrival in the United States.

Delta Locations:

Hartfield-Jackson Atlanta International Airport (ATL),

Seattle-Tacoma Airport (SEA).

Eligibility:

All U.S. Citizens with a valid U.S. passport and Canadian Citizens with both a valid Canadian passport and B1 or B2 Visa status are eligible to use MPC. To download the MPC app, you must have an

iOS or Android device that can connect to the internet. The MPC app is available on the App Store and Google Play. Visit mobilepassport.us or cbp.gov/travel/us-citizens/mobile-passport-control for more information.

Security Streamlined With TSA Pre✓®

Want to cut in line and not feel guilty about it?

TSA Pre✓ is an expedited screening initiative designed to help travelers enjoy a more convenient journey through the airport. If you're eligible and selected by the Transportation Security Administration (TSA), to participate, you'll be directed to a dedicated screening lane where you may not need to remove your shoes, jacket or belt or your laptop from its bag.

The program is available at more than 130 airports nationwide. To find out whether an airport offers

TSA Pre✓, visit tsa.gov for a full list.

Passengers are selected for TSA Pre✓ on a flight-by-flight basis by TSA. To ensure that you're eligible to be considered, you may:

- Enroll in the Customs and Border Protection (CBP) Trusted Traveler Program, such as Global Entry, NEXUS or SENTRI. Participants are likely to be selected for TSA Pre✓ on a consistent and predictable basis. Plus, these programs provide expedited passport control and customs

screening upon arrival in the United States.

- Enroll in the TSA Pre✓ program, which provides participants the benefit of being selected on a consistent and predictable basis.
- Update/add your Secure Flight Passenger Data and, if applicable, your Department of Homeland Security assigned Known Traveler Number (KTN) or PASSID to your SkyMiles® profile at delta.com/profile.
- If you participate in a CBP Trusted Program and are

not a SkyMiles member simply provide your KTN or PASS ID within each reservation at the time of booking.

If selected, your boarding pass will include a TSA Pre✓ indicator.

Participating in one of the CBP Trusted Traveler programs or the TSA Pre✓ application program offers the best chance to receive expedited screening. For more information about TSA Pre✓, visit delta.com/tsaprecheck.

TSA Pre✓

Global Entry

Easy, Quick U.S. Entry for Arriving International Passengers

Save time entering the United States by using U.S. Customs and Border Protection's Global Entry program. This voluntary program allows preapproved,

low-risk travelers to clear the entry process in minutes using automated kiosks.

Passengers participating in a reciprocal program with the following countries can

also access the Global Entry kiosks: Germany, Mexico, the Netherlands, Panama, Peru, and South Korea. Canadian citizens and residents are eligible to access Global

Entry kiosks through membership in the Nexus program.

For Global Entry information and to apply, go to globaleentry.gov.

GLOBAL ENTRY

FOR PASSENGERS NOT ELIGIBLE FOR AUTOMATED PASSPORT CONTROL (APC)

CBP Form 6059B Customs Declaration

Before arriving in the United States, each traveler or head of family in possession of a visa or arriving under the visa waiver program for the first time is required to fill out a CBP Form 6059B Customs Declaration. Most of the questions can be answered with a "yes" or "no." The form must be signed and dated. Please print legibly using black or blue ink. Entries must be made in ENGLISH and in ALL CAPITAL LETTERS. The Customs Declaration Form will be distributed during the flight.

Upon Arrival

In addition to passport and document processing, arriving international visitors will have their fingerprints scanned by an inkless device and a digital photograph will be taken. This will add only seconds to the overall entry process.

Antes de llegar a los Estados Unidos, se le solicita a cada viajero o jefe de familia **que posea una visa, o que llegue a través del programa de exención de visa por primera vez** completar el Formulario CBP 6059B Declaración de aduana. La mayoría de las preguntas pueden ser contestadas con "sí" o "no". Se debe firmar el formulario y colocar la fecha. Escriba de manera legible, con tinta negra o azul. Las entradas deben realizarse en INGLÉS y en LETRAS MAYÚSCULAS. El Formulario de Declaración de aduana será distribuido durante el vuelo.

抵达美国前，如果您是 **根据免签证计划首次入境、持签证或持 B1 或 B2 签证首次入境** 美国海关，必须填写 CBP 6059B 海关申报表 (CBP Form 6059B Customs Declaration)。大部分问题都可以用“是”或“否”回答。该海关申报表必须签署姓名和日期。请用黑色或蓝色水笔填写清楚。必须全部用英文大写字母填写。《海关申报表》(Customs Declaration Form) 将在飞行期间分发。

Antes de chegar nos Estados Unidos, todo viajante ou chefe de família **portando um visto ou chegando sob o programa de isenção de visto pela primeira vez** deve preencher o Formulário de Declaração da Alfândega CBP 6059B. A maioria das perguntas pode ser respondidas com um "sim" ou "não". O formulário deve ser assinado e datado. Escreva de forma legível, usando caneta de tinta azul ou preta. As informações devem ser registradas em INGLÊS e em LETRAS MAIÚSCULAS. O Formulário de Declaração da Alfândega deve ser distribuído durante o voo.

WHO'S GAME?

A FEW HAPPY DISTRACTIONS

BRAIN TEASERS

See if you can solve these problems before your flight lands

1

Complete the analogy
SHIP : HARBOR ::

- (a) flower : garden
- (b) village : people
- (c) nest : bird
- (d) editor : newspaper
- (e) car : garage

2

How many three-digit whole numbers are exactly divisible by 9?

3

Car has 4 times as many quarters as Steve and 3 times as many quarters as William. If Carl, Steve and William have less than a total of 200 quarters, what is the greatest number of quarters that Car could have?

4

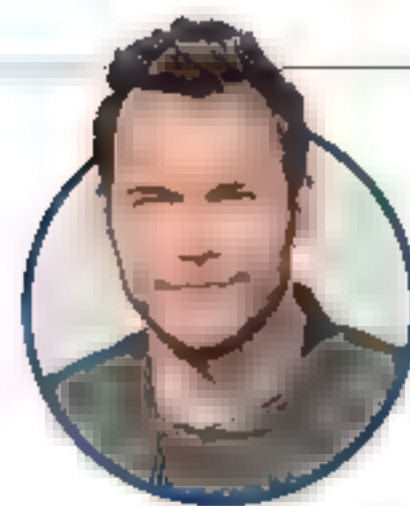
Without using a calculator, take 1000. Add 40. Add another 1000. Add 30. 1000 again. Plus 20. Plus 1000. And plus 10. What is the total?

- (a) 5000 (d) 4000
- (b) 4900 (e) none of these
- (c) 4100

Answers

1. (a) 2, 100, 3, 120, 4 (c)

"I like to do 'Garfield Mondays': lasagna and napping in a box."
—CHRIS PRATT



"I dropped out of college my junior year to do Saturday Night Live, and I didn't even consult my parents. They were very supportive because they had no choice"
—JULIA LOUIS-DREYFUS

Kenken

Answers on page 49

3+		48X	
3	3+		
2÷	1-	2X	
		3	

5	2÷	3-		15X	3+
9+		3÷			
	7+	20X	3	5-	
			5-		4
5-	24X		11+	2	2-
	3÷				

EASIER

HARDER

Sudoku

Answers on page 49

				4	9	1	2	5
4	1					3		
				2		8		
		6	9	3			7	
	9			1			8	
7				6	2	4		
		1		7				
		7					1	6
2	3	9	6	5				

			5	1			4	
		1	6	9	3		7	
	3							5
	1	2	7					
3								7
					4	9	1	
8							5	
	6		4	3	9	7		
	4			8	5			

Rules for Kenken

- Each row and each column must contain the numbers 1 through 4 (easier) or 1 through 6 (harder) without repeating
- The numbers with the heavily outlined boxes, called cages, must combine using the given operation (in any order) to produce the target numbers in the top-left corners
- Freebies: Fill in single-box cages with the number in the top-left corner



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North Dakota
LEGENDARY

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Pheasant hunting, near Baldwin

WHO'S GAME?

Across

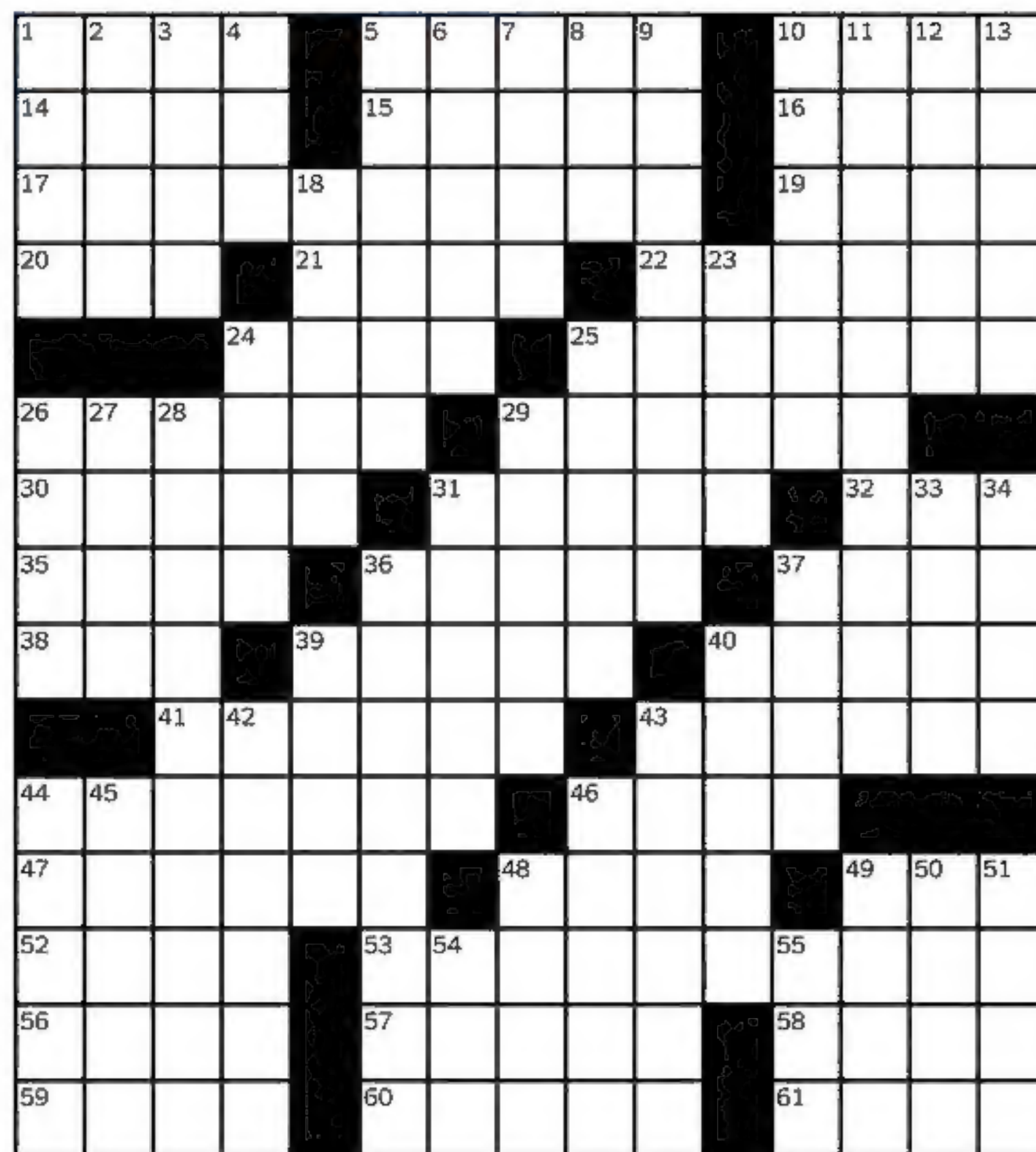
- 1** Giddy-brained
5 Buenos ____
10 Golfer's bagful
14 ____ 10 and up (info on a game box)
15 Garbo who said, "I want to be alone"
16 \$15/hour, e.g.
17 "Way to go!"
19 "____ for real?" ("Can you believe that guy?")
20 Place for a hammer and stirrup
21 Hurries, quaintly
22 Employee of a paranoid king
24 Victory, in German
25 Nervous giggles
26 Underscore
29 One saying "Alas," say
30 Moor
31 Rogen and MacFarlane
32 Bit of mind reading, briefly?
35 Introductory drawing class
36 Total number of letters of the alphabet used in this puzzle
37 Prefix with cultural
38 Tip collector for many an amateur performer
39 ____ show (part of an old carnival)
40 Certain NCOs
41 Tip for remedying mistakes?
43 Prepare oneself
44 Urban grid makeup
46 South American monkey
47 Mother ____
48 "Blue Moon" lyricist
49 Sounds of satisfaction
52 Dwarf planet discovered in 2005
53 Group of dishes for a new household, say
56 Tire swing site
57 Luck o' the ____
58 Razor brand
59 Formal letter opener
60 Protection
61 Olympian Louganis

Down

- 1** Paid attendance
2 Old Turkish V.I.P.
3 Stuff stored in lockers
4 P.E.I. hours
5 Texas A&M team
6 Like some marked-down clothing: Abbr.
7 Cheers actor Roger
8 Greek H
9 Didn't go anywhere
10 Sad, to Sade
11 Hidden treasures
12 Lead-in to net
13 Dealers in futures?
18 ____ kebab
23 Users of locker rooms: Abbr.
24 Org. that listens for alien signals

EDITED BY WILL SHORTZ

(Answers on page 49)



PUZZLE BY BRUCE HAIGHT

- 25** Portion for the plate
26 Exile of 1979
27 Mega- times a million
28 Popular farm dog
29 Rocker Bob
31 Fathers
33 Art deco notable
34 Crux
36 Where Korea is
37 Wine region of Italy
39 Actress Charlotte and others
40 Number of hills in Roma
42 ____ Pieces
43 Saddle straps
44 Leaves in, in a way
45 Country singer Clark
46 Ankle bones
48 Alexander who served three presidents
49 Sagan's specialty: Abbr.
50 "Present"
51 ____ beetle
54 40-Down minus quattro
55 Tease, with "on"



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²Card Members are entitled to receive Zone 1 Priority Boarding on Delta flights. Benefit is limited to Basic Card Members (not Additional Card Members) with the Gold, Platinum, or Reserve Delta SkyMiles Credit Cards. Reservation must include the Basic Card Member's SkyMiles number. Priority Boarding is also available for passengers traveling in the same reservation as the Basic Card Member. Maximum nine passengers per reservation receive the Priority Boarding. Priority Boarding will only be available on Delta and Delta Connection carrier-operated flights. Delta does not offer Priority Boarding on Delta Shuttle® flights. New Card Members and Card Members upgrading from another Delta SkyMiles Credit Card product from American Express will be eligible for the Priority Boarding benefit after receiving their Card from American Express. Offer is subject to change without notice. Additional terms, conditions, and restrictions may apply. See delta.com/mycardcan for details.

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